

Economics and Management in Branches and Spheres of Activity

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Role of universities in achieving the Sustainable Development Goals: key areas of activity and promotion strategy in the educational services market. P. 9-20.

Abstract. Universities play a multifaceted role in achieving the Sustainable Development Goals, being not only a place of education and scientific research, but also centers of influence on society and transmission of sustainable practices by example. The problem addressed in this article has attracted the attention of many researchers and experts in the fields of higher education, sustainability and social sciences. The main emphasis in these studies is on the mechanisms for including sustainability issues in educational programs, on assessing the effectiveness and involvement of universities in solving problems of sustainable development of regions, and the introduction of sustainable practices in university management. The purpose of this study is to study the role of universities in achieving the Sustainable Development Goals through five areas of university activity: universities as centers of education, universities as research centers, universities as “conductors” of the Sustainable Development Goals, universities as centers for introducing sustainable practices into their activities, universities as centers for the development of cooperation and partnerships for sustainable development. In conclusion, the authors of the article come to the conclusion that interdisciplinary programs, research projects, social responsibility and international orientation implemented by universities contribute to the formation of highly qualified specialists who can make a significant contribution to the sustainable development of society. Involving students in sustainable development projects through universities creates not only a more prepared generation of young personnel, but also an effective mechanism for making a positive contribution to society, addressing modern challenges of sustainable development. Strengthening the position of universities in achieving the Sustainable Development Goals will be facilitated by the implementation of a PR strategy, which includes various activities aimed at attracting students and the public to sustainable development issues.

Keywords: university, Sustainable Development Goals, education centers, research centers, PR strategy.

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Current trends in e-commerce development in the B2B sector of the Russian market. P. 21-31.

Abstract. The purpose of this study was to identify current trends in the development of the domestic electronic market in its B2B (business) sector, identified in the areas of electronic procurement and sales carried out by organizations in different sectors of the economy through the use of Internet resources and websites in working with suppliers and consumers. The research was based on the methodology of economic analysis, the principles of cause-and-effect relationships of economic phenomena and processes, the correctness of the information basis and its objectivity, and the analytical validity of the conclusions. The work implements methods for specifying subject areas of research, selecting reliable information sources, generating an array of statistical data and analyzing them, visualizing research results, selective observation, and logical inferences. Information sources for conducting research are identified and problematic aspects of their use in identifying trends in the development of e-commerce in the B2B sector of the market are substantiated. The subject areas of research are specified in order to identify current trends in the development of electronic commerce in the target sector of the Russian market. The current trends in the development of e-commerce, characteristic of the B2B sector of the modern Russian market, are highlighted, reflected by the parameters of its dynamics in the areas of electronic procurement and sales carried out by organizations in different sectors of the economy and types of economic activity through the use of electronic resources in working with suppliers and consumers.

Keywords: electronic commerce, electronic procurement and sales, electronic trading resources, B2B market sector, suppliers and consumers.

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Strategies for managing current assets of enterprises in the context of their financial stability, risks and economic security. P. 32-44.

Abstract. Transformational processes in the economy have necessitated the choice of a strategy for managing current assets as a determinant of the successful functioning of an enterprise. The purpose of the study is to theoretically substantiate and develop methodological foundations for the formation of a strategy for managing current assets of an enterprise from the standpoint of minimizing risks and ensuring its economic security. In the process of work, the following research methods were used: dialectical, method of theoretical generalization and comparison, logical, method of comparative characteristics, analysis and synthesis. Three main approaches to managing current assets of an enterprise are identified: organizational, technological and resource-based. It is noted that the process of developing a strategy for managing current assets is decisively influenced by the financial policy of the enterprise. The policy for managing current assets is the result of two components – the policy of formation (financing) and the policy of using these assets. A general description of the main types of policies (strategies) for managing current assets of enterprises (conservative, moderate or compromise and aggressive) is given. Each strategy has its own impact on the liquidity, profitability and, ultimately, the safety of the enterprise. Attention is focused on two main approaches to understanding the essence of constant and variable working capital, which forms the basis of the policy of financing the working component of enterprise

property. The influence of left-sided and right-sided risks in the management of current assets on the financial stability of enterprises and their economic security and directions for reducing such risks have been determined. The process of developing a strategy for managing current assets is presented in the form of three general blocks, according to which the stages of forming a strategy for managing current assets are defined; at the same time, special emphasis is placed on the procedure for rationing current assets; the requirements for ensuring the complexity of the standardization system have been determined. A mechanism for determining the required volume of current assets of an enterprise is proposed and its stages are outlined.

Keywords: current assets; management strategy; management policy; risks in managing current assets; rationing procedure.

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Transformation of consumer behavior of the Russian population in conditions of instability and uncertainties in the external environment. P. 45-54.

Abstract. Currently, there is a dynamic growth in online sales and the development of e-commerce. The development of technology, the ability to obtain a large amount of information, and the acquisition of experience in various purchases have a significant impact on the modern consumer, in particular on his needs and the formation of demand. Under these conditions, a transformation of consumer behavior occurs. The purpose of the study is to study trends in consumer behavior in the retail segment and identify directions for the transformation of consumer behavior of Russians in conditions of instability and uncertainty in the external environment. The study used general scientific methods, in particular analysis, synthesis, generalization, comparison, etc., and used a systematic and comprehensive approach. The article presents the results of a study of trends in the development of retail trade in conditions of instability and uncertainty in the external environment. It was revealed that over the past twenty years, the turnover of retail trade enterprises in the Russian Federation has increased more than 12 times. Significant revenue growth has been established for the largest retailers. Large marketplaces (OZON, Wildberries) have become the leaders in online trading. As a result of the study, it was found that in order to implement technologies for managing consumer behavior, it is important to take into account the economic and epidemiological situation in which the buyer lives, how to simplify the process of purchasing goods, and improve the quality of service.

Keywords: trends, transformation, consumer behavior, retail, online commerce, marketplaces.

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Preliminary decisions as goods correct classification factor in the context of quantitative growth of state customs services. P. 55-67.

Abstract. The purpose of the study is to analyze, evaluate and determine directions for the quantitative growth of preliminary decisions as a result of the provision of state customs services by the customs authorities of the Russian Federation (RF). Achievement of the research goal predetermined the dynamic analysis and assessment of quantitative values of such indicators as: current preliminary decisions of the Russian Federation on the classification of goods, foreign trade of the Russian Federation for some product groups of the unified Commodity Nomenclature of Foreign Economic Activity of the Eurasian Economic Union (TN FEA of the EAEU), authorized bodies providing services participants in foreign trade activities (FTA) to make a preliminary decision, the effectiveness of customs control in the direction of classification of goods. A VTD participant has the opportunity to independently determine the product code, use the services of intermediaries, and obtain a preliminary decision as a result of the provision of state customs services. Obtaining a preliminary decision guarantees the correct determination of the product code in accordance with the EAEU Commodity Nomenclature for Foreign Economic Activity. The increase in the number of court decisions in favor of customs authorities on the classification of goods is one of the factors in the increase in obtaining a preliminary decision. The advantage of using an electronic form of receiving state customs services in the future will be the only way to obtain a preliminary decision, which guarantees a minimum time for the release of goods and a significant reduction in costs for the interacting parties. The use of general scientific methods at the theoretical and empirical levels made it possible to analyze, evaluate and determine the directions of quantitative growth in the adoption of preliminary decisions by the Commodity Nomenclature Department of the Federal Customs Service (UTN FCS of Russia) and regional customs departments.

Keywords: classification of goods, state customs service, preliminary decision, customs authority, participant in foreign trade activities.

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Trends in the development of organizations' activities on production and sales of feed in conditions of instability of the external environment. P. 68-78.

Abstract. The purpose of the study is to determine the role, place and position of compound feed in the regional agricultural markets of Russia and to identify the main trends in the development of the activities of organizations of the Russian Federation engaged in the production and sale of feed in conditions of turbulence and instability of the external operating environment. Research methods: logistic, systemic, complex, comparative, economic-mathematical, induction, deduction, synthesis and other research methods. The study revealed that one of the key branches of agriculture of the national economy of Russia is the feed industry, or feed production (consolidating enterprises specializing in the production of feed, premixes, protein and vitamin supplements, etc.), it is this industry that determines the economic condition livestock and poultry farming. The study revealed that the quality of produced feed in various federal districts of the Russian Federation is determined by the degree of specialization of agricultural production (the main feed is locally produced), aridity, the presence of ultra-low winter air temperatures, varieties of black soil (chernozem) and chestnut soils, etc. More than a hundred types of various raw

materials. Thus, in the composition of compound feed recipes you can find grains and legumes, cereals and oilseed plants. The identified trends in the development of the activities of organizations for the production and sale of feed in conditions of unstable external environment indicate the presence of certain problems in this industry and the need to find new ways to stabilize the economic situation in the market of compound feed, premixes and protein-vitamin supplements for livestock farming. These problems have a negative impact on the activities of organizations specializing in poultry farming, since a decrease in the volume of Russian production of feed products and an increase in prices for them leads to a reduction in the number of birds and losses in poultry and livestock enterprises.

Keywords: processed product, compound feed, agricultural raw materials market, producers of compound feed, premixes and protein-vitamin supplements, poultry farming complex, food market, unstable external environment.

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Computer program for determining the ESG rating of service industry organizations, taken into account of ESG factors. P. 79-87.

Abstract. The purpose of the study is to develop a computer program to determine the ESG rating of service organizations taking into account ESG factors. Research objectives: to study the features of determining the ESG rating; develop a proprietary method for determining an organization's ESG rating; develop a computer program that allows you to determine the rating of an organization's sustainable development. The object of the study is the ESG factors of the organization to determine its ESG rating. Determining an ESG rating is a relevant area of activity for an organization as it transitions to a sustainable path of development. This article presents the author's methodology for determining an organization's ESG rating, which allows small and medium-sized businesses to self-check their sustainability rating, draw appropriate conclusions and adjust the organization's activities. To make it easier to determine the ESG rating, the authors have developed a software product: a computer program allows you to determine the ESG rating of an organization using the author's methodology, taking into account ESG factors. The authors included three groups in the group of E-factors (environmental factors), with an eleven-point rating for each. The group of S-factors (social factors) included seven criteria, with a five-point rating for each. The group of G-factors (managerial factors) contains four criteria, with an eight-point rating for each. The total number of ESG rating points is one hundred. The computer program shows scores for each criterion, calculates the results for three groups of ESG factors and displays the final value.

Keywords: ESG rating, ESG factors, computer program, sustainable development.

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Possibilities of using modern project management tools in the company. P. 88-99.

Abstract. The relevance of the stated problems is due to the dynamic development of the business environment, where successful project management is becoming a key factor in achieving competitive advantages. The purpose of the article is to determine the possibility of using modern project management tools in a company, aimed at increasing productivity and adapting to the dynamics of the modern business space. The theoretical basis of the work was the fundamental works of both domestic and foreign scientists in the field of project management, information technology and corporate management. The study was carried out using general methods of scientific knowledge, comparative and retrospective analysis. The authors systematized various tools and methods that play a significant role in ensuring effective project management. The difference between project management and project management is shown. The components of a project management system are grouped, including: project management systems, integrated project management platforms, flexible management methodologies, analytics and reporting, training and team development. Emphasis is placed on the use of digital tools in project management. The use of an integrated approach in the process of implementing modern project management tools is justified. Key trends in the field of project management are highlighted. Groups of advantages and disadvantages when implementing project management in various systems are identified.

Keywords: project management, project management tools, modern technologies in project management, projects in the company.

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Influence of digital transformation on the effective management of human resources in an organization: current directions and strategic aspect. P. 100-112.

Abstract. This article reveals the essence of digital transformation at the present stage of digitalization development, and also reveals the author's definition of the concept of "digital transformation" and presents a score-rating representation of the adaptation of digital transformation in the Russian economy, identifies features and problems of the level of automation of the human resource management system, identifies modern skills workers during digital transformation, the directions of application of digital technologies in the human resource management system under the influence of digital transformation in modern conditions are systematized, a fragmentary representation of the mechanism of digital transformation of the organization's human resource management system is indicated; the directions of application of digital technologies in the implementation of human resource management strategy have been systematized; a model of the impact of digital transformation on the effectiveness of an organization's human resource management system has been developed; it has been determined that monitoring changes and adjusting the program should be carried out based on the use of end-

to-end digital technologies, taking into account the improvement of human resource qualifications, changes in the structure and technology of their management, reworking of organizational and methodological support for human resource management resources and installation of appropriate hardware software, measures are proposed to formulate a strategy for implementing digital transformation and human resource management of the organization.

Keywords: digital transformation, human resource management, digital transformation strategies.

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Conceptual model of the mechanism of formation and operation of a multi-industrial production network. P. 113-123.

Abstract. According to the permanent president of the World Economic Forum, held annually in Davos, K. Schwab, the next industrial revolution, the fourth in a row, has taken hold. The global nature of the changes, along with their enormous scope and systematic visible consequences, echo this thesis. A specific feature of this stage of development of the innovative industrial world order is the creation of a global space within which flexible interaction of physical production systems with the virtual environment is observed. This interaction is key. Collaborative production networks have become logical due to the emerging trend towards the development of cooperation between partner enterprises throughout the entire life cycle of a product. The purpose of the study is to build a conceptual model of the mechanism for the formation and functioning of a multi-industry production network. A conceptual model of the mechanism for the formation and functioning of a multidisciplinary production network was formed with the support of a collaborative network platform. This mechanism is of key importance in the formation of a competitive strategy for an industrial enterprise. Its remarkable feature is the ability to shrink to the level of departments of one large enterprise and expand on a global scale, thereby building a global value creation network. This line of research may become a promising area for further scientific research.

Keywords: mechanism, multi-industry production network, collaborative network of enterprises, conceptual model, competitiveness.

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State customs services: theory and practice. P. 124-141.

Abstract. Analysis, assessment and determination of directions for quantitative growth of state customs services (GCS) provided by the customs authorities of the Russian Federation (RF) were the purpose of the study. Achieving the research goal predetermined the dynamic analysis

and assessment of quantitative indicators for the identified three groups of gas customs: services provided to business entities operating in the field of customs: banks, owners of temporary storage warehouses (TSW), authorized economic operators (EO), owners of free warehouses (CC), owners of customs warehouses (TSk), duty-free shops (DT), customs carriers, customs representatives; services provided to citizens and legal entities: release of goods, consulting, intellectual property (IP), preliminary decisions on classification, preliminary decisions on origin; services provided to individuals: reception of citizens, customs operations (TO) specialist. The identification of groups of gas turbines made it possible within each group to specify the purposes of their provision for manufacturers and their receipt for consumers. The first group of GTUs is aimed at ensuring controllability and optimization of the process of moving goods across the customs border of the EAEU and reducing transaction costs of interacting parties, the second group of GTUs is aimed at reducing the time of documentary control and optimizing the performance of maintenance during customs declaration, the third group of GTUs is aimed at meeting the needs of citizens in the process of their interaction with customs authorities. The results of the analysis of the provision of the second group of GTUs made it possible to identify their insufficient demand from legal entities, their practical lack of interest in interaction with customs authorities in terms of public-private partnership in the development of service activities for all types of GTUs, except for the release of goods and consulting. The use of general scientific methods at the theoretical and empirical levels made it possible to analyze, evaluate and determine the directions for the quantitative growth of gas technical equipment provided by the customs authorities of the Russian Federation.

Keywords: state customs services, release of goods, consulting, preliminary decision on the country, duty-free shop, preliminary decision on classification, reception of citizens, customs carrier, customs representative, owner of a free warehouse, owner of a temporary storage warehouse, owner of a customs warehouse, bank, object of intellectual property, individuals, legal entities, customs authorities, declarants.

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Digital transformation of organizational management in the context of project approach: methodological aspect. P. 142-152.

Abstract. Digital economic reality determines the need to reform the management of organizations in the direction of its transfer to a digital format, which can be carried out within the framework of various approaches to management. The purpose of this study was to develop certain methodological provisions of the project approach, confirming its priority for the digital transformation of organization management, which meets the dominant trend in the development of economic relations in a virtual environment. The methodological basis for the study was the conceptual provisions of the digital economy, the project approach to management, and the digital technologization of project management of economic entities. The formation of the author's position on the priority of the project approach for the digital transformation of organization management was carried out using methods of meaningful analysis of the conceptual apparatus, reflecting the essence of the problem under study; review of specialized information sources; scientific controversy; classification; decomposition; algorithmization; logical generalization. Based on the results of the study, the differences and correlation between digitalization of management and digital transformation of organization management were specified. The priority of the project approach to the digital transformation of organization management is argued. The results of studying alternative compositions of project management principles implemented in the

process of digital transformation of organization management are presented. The process components of the digital transformation project of organization management are decomposed. The procedural components of the project for the digital transformation of organization management are algorithmized in the concept of traditional and digital project management, highlighting the preliminary, technological and resulting stages.

Keywords: digitalization of management, digital transformation of organization management, principles of project management, digital technologies, traditional and digital projects.

Economy of Labor and Labor Relations

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Employee experience management as a strategic component of the organization's personnel management. P. 153-169.

Abstract. The issue of employee experience management discussed in the article is one of the areas of business management that is in demand in the new realities. Providing a compelling experience will help companies succeed in attracting and retaining qualified employees. The positive experience gained by employees stimulates a high level of customer service. These circumstances emphasize the relevance of the research topic under consideration. The purpose of the work is to develop a theoretical and methodological basis for managing employee experience as an important component of personnel management in an organization. The methodological and theoretical basis is the works of domestic and foreign scientists, which examine the understanding and improvement of employee experience, which is crucial for companies operating in a highly competitive global economy. During the research process, the solution to the assigned problems was carried out using a systematic approach, methods and instrumental technologies of scientific research. The paper presents the theoretical and methodological foundations of employee experience management: content and structural components, tools, principles, levels of employee experience, criteria for an experienced employee, etc. As part of the study, factors contributing to the positive experience of employees were identified and justified; the opportunities that take place at the current stage of development and have a significant impact on the experience of employees are systematized. Information on the digital experience of employees has been systematized. A structural and content model of positive employee experience has been developed. The formal and organizational aspects and the conceptual and content side of employee engagement, which is a business imperative at all levels of management, are presented.

Keywords: employee experience, customer experience, human-centric organization, digital employee experience, staff engagement, gamification of the digital workplace.

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International labor migration in the economy of modern Russia. P. 170-179.

Abstract. Sanctions restrictions, a policy of accelerated import substitution and a difficult demographic situation determine the high personnel demand of enterprises for qualified workers. In July 2023, 42% of Russian industrial enterprises faced a shortage of personnel. A critical level of provision with highly qualified workers was identified in the light industry, mechanical engineering, chemical and food industries. In these conditions, one of the options for solving the problem of “personnel vulnerability” is to attract foreign migrants to the Russian labor market. The purpose of the study is to analyze international migration as one of the tools in solving the issue of personnel shortages in the Russian economy. The methodological basis of the study is the methods of induction, comparative comparison, statistical evaluation, cause-and-effect analysis, comparison, and graphical analysis. The work examines the needs of organizations for workers by districts of the Russian Federation, and provides a comprehensive analysis of international migration: the distribution of migrants by federal districts, territories of arrival, gender and age structure, place of residence, level of education. The relationship between migration growth and indicators of informal employment is shown. The authors note that each federal district has its own set of programs and projects that work to make the region attractive and create a positive migration flow. The result of the study is the conclusion that government policy in the field of cross-border migration is being transformed towards the selective attraction of foreign highly qualified specialists to the country, taking into account the needs and characteristics of regional labor markets.

Keywords: personnel shortage, employment, labor force quality, migration, migration growth, informal employment, labor market.

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Staff motivation of industrial enterprises in the arctic zone as a way of attracting and retention of labor resources from graduates of vocational educational institutions (Usinsk city as a case study). P. 180-187.

Abstract. Development of the Arctic zone of the Russian Federation is of priority importance. In the process of development of these territories, the most important factor is staffing. The features of life in the northern regions, which include the territory of the Arctic zone, are very specific and sometimes unacceptable for the life of the population of the central and southern regions of Russia, therefore it is advisable to create attractive working conditions for residents from among local youth, who, as statistics show, increasingly want to move to more southern regions. The personnel motivation system at Russian Arctic enterprises plays a decisive role in the process of creating working conditions. Therefore, the purpose of this study is to develop recommendations for optimizing the personnel motivation system of enterprises in the Arctic zone

in accordance with the needs of young professionals using the example of the city of Usinsk. During the research, methods such as analysis, synthesis, generalization of psychological and pedagogical literature and literature in the field of management, and the logical method were used. In this study, the leading values of graduates of vocational educational institutions were studied using the example of the city of Usinsk, located on the territory of the Komi Republic, which were modified to suit needs through associative translation. Based on the needs, recommendations were developed for the use of motivation tools in enterprises. It is assumed that adjusting the motivation system by introducing new motivation tools into it will entail the need to introduce changes into the corporate culture of organizations. Further research should be devoted to developing recommendations for implementing changes.

Keywords: motivation, Arctic zone, youth, values, motivation tools.

Marketing, Commerce and Logistics

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Functional and target purpose of trust marketing in building relationships with customers. P. 188-201.

Abstract. The study is aimed at considering the functional and target orientation of trust marketing at the present stage of development. The goal is to identify the functional and purposeful purpose of trust marketing, to determine its purpose in building relationships with clients; focus on the effectiveness of companies that acquire and develop consumer trust and, as a result, increase consumer loyalty. In the work, based on analysis, the method of comparison and synthesis of theoretical developments, a systematic approach, by summarizing the studied materials, the features of the functional and purposeful purpose of trust marketing in building relationships with clients were studied. It is substantiated that trust marketing is a new evolutionary stage in the development of relationships with clients. It has been revealed that customer-oriented concepts are increasing in popularity and demand, since all of them, one way or another, are based on building customer confidence in the integrity of the company, which is necessary to maintain long-term business communications. It is concluded that the purpose of trust (permissive) marketing is to create a system of communicative marketing interactions that are expected, relevant, personal for consumers, and that best satisfy their needs. A holistic approach has been identified as a key element contributing to the effectiveness of trust marketing's functional capabilities. A formal-logical system of marketing trust has been defined. A set of factors influencing the formation and development of trust is presented. The main analytical areas of the effectiveness of trust marketing have been identified. The formation of customer trust based on the main points of contact in the conditions of Internet interaction is shown.

Keywords: customer trust, trust marketing, consumer loyalty, customer focus, trusting relationships, communicative interaction.

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Development trends and performance indicators of Russian marketplaces as the main competitors in the online trade market. P. 202-213.

Abstract. The digitalization of the Russian economy has currently led to an increase in the target audience of the Internet, the number of Internet providers, digital mobile devices, as well as the volume of online trade. These changes have affected the functioning of Russian marketplaces - their communications with consumers have become multi-channel. The purpose of the article is to identify development trends and analyze the performance indicators of Russian marketplaces as the main competitors in the online trading market. The study used general scientific and economic-statistical methods of data processing, including grouping, comparison, index method, systematic approach and comparative analysis, the use of which made it possible to determine the features of the functioning of Russian marketplaces as digital platforms for business development. The article analyzes the main performance indicators of the Russian marketplaces Wildberries.ru, Aliexpress.ru, SberMegaMarket.ru, Ozon.ru, YandexMarket.ru: the volume of online sales, the average bill and the volume of online orders over the past three years. The authors studied the share of sellers on Russian marketplaces, the share of sales channels of marketplace sellers on other digital platforms, the share of sales of product categories, the duration of stay of sellers on marketplaces, the share of sales of marketplaces on other digital platforms. In order to identify the peculiarities of their functioning, the authors systematized Russian marketplaces according to the following indicators: site commissions, logistics supply schemes, cost of storage and delivery of goods, discounts provided, promotions and the procedure for receiving money by the seller. This study will contribute to the optimal selection of marketplaces for the purpose of effective business development on digital platforms.

Keywords: marketplaces, digital platforms, Wildberries.ru, Aliexpress.ru, SberMegaMarket.ru, Ozon.ru, YandexMarket.ru, average bill, online sales, online orders, sellers.

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Customs marketing as a factor in the development of customs services. P. 214-223.

Abstract. The purpose of the study is to systematize the basic concepts in customs marketing and analyze the demand for customs services to study their relationship and determine development prospects. To solve the problems, methods such as analysis, synthesis, induction, deduction, ascent from the abstract to the concrete, systematization, generalization were used, and an economic and logical analysis of the data obtained was carried out. The article structures key concepts in customs marketing, which allows you to get a clearer understanding of the essence and relationship between them in this area with subsequent application in practical activities. The key role of customs marketing in the development of customs services is shown, which helps to attract attention from subjects of foreign economic activity, allows us to determine customer needs and

stimulate the introduction of innovations and improve the quality of services provided. The author of the article substantiates the demand for customs services in the modern market among business entities, in the context of growing foreign trade volumes and, accordingly, the need for professional participation in the preparation of customs documentation and the implementation of customs formalities. To improve the efficiency and quality of customs services, it is proposed to introduce a number of strategic directions using marketing tools.

Keywords: customs marketing, service, customs service, customs representative, government services, commercial services, customs authorities.

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Implementation of a multicriteria approach to the Russian market of cloud services study. P. 224-236.

Abstract. The purpose of this work was to study the Russian cloud services market by using a set of criteria for assessing its condition and dynamics to identify problems that impede sustainable development in the context of scaling the digital marketing environment of the activities of organizations in the business sector of the economy. The methodology for researching the Russian cloud services market is formed in the concept of digital marketing and its tools, practiced in the market in the target product segment. The study was based on the principles of system analysis and multi-criteria aspects of the study, ensuring the reliability of its results. The work implements methods of static and dynamic analysis of the target market, country comparisons, decomposition of the purposes of using a market product, and spatial distribution of the market. Processing of information about the state and dynamics of development of the Russian cloud services market was carried out using methods of economic analysis, statistical groupings, trend analysis, construction of time series, and reflection of research results in tabular and graphical form. In the process of carrying out the work, the composition of the evaluation criteria for studying the Russian cloud services market was determined and the rationale for their choice was given. The results of an analysis of the state and dynamics of development of the Russian cloud services market according to country, target, spatial and infrastructure criteria are presented. Based on the results of the study, the main problems of the Russian cloud services market, which act as barriers to ensuring the sustainability of its development, were identified.

Keywords: digital marketing, market research, market research criteria, cloud services, digital platforms.

Cooperation and Entrepreneurship

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Digital model of personal subsidiary farming. P. 237-247.

Abstract. The purpose of the article is to develop a digital model and test mathematical software that would cover a wide range of different types of activities of private farms and take

into account the features of their interaction. The article used as the main tool a simulation modeling technique based on the theory of Petri nets, which involves the formation of a structure of operations of economic activity of personal subsidiary plots, allowing to describe the structure or process of any type of activity in a format that determines which transitions are performed at which position and in what sequence. The basis of the innodiversification approach to simulation modeling is the formation of such a structure of operations that would clearly imitate the order of execution of technological processes of timber industry organizations as closely as possible to real situations. The innodiversification approach can be successfully applied when using the enumeration method to solve an optimization problem. A methodology is proposed for formally describing the structure of the economic activity of personal subsidiary plots, regardless of the field of activity, which allows for a graphical interpretation, as close as possible to the real ones, of the technological processes occurring in organizations. It is substantiated that the proposed method allows one to transform the resulting graphical structure into mathematical models in the form of tuples and matrices. Using mathematical apparatus, based on the obtained models and limitations, a simulation algorithm was formed, which can be practically implemented in any programming language. As an example, the practical implementation of the proposed algorithm in the “Simulator” application package is given. It has been established that simulation model design using innovative Petri nets is the optimal, if not the only possible way to improve the structure of production systems and technological processes of timber industry organizations, as well as their associations, and the management of these structures.

Keywords: theory of Petri nets, simulation modeling methodology, innovation-diversification approach, technology, private farming.

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Economies of the population as an element agricultural system of Russia. P. 248-260.

Abstract. Providing the population with food is a key function of the state, which is implemented in the interests of ensuring the country's food security. The production of agricultural products in Russia is carried out by agricultural organizations, represented mainly by large and medium-sized industrial enterprises. Also, peasant (farm) households and personal subsidiary plots of the population play a significant role in the production of agricultural products and food products. The purpose of writing the presented article was to study the state and development trends of households, which, in accordance with the author's approach, include peasant (farm) households and personal subsidiary plots. To achieve this goal, general scientific methods were used, including observation, generalization, comparison, analysis, synthesis, and also systematic and integrated approaches to conducting research were applied. In the interests of achieving the goal of the study, the content of the category of household economy in relation to agricultural production was clarified, based on a comparative analysis. During 1990–2022, significant changes occurred in agricultural production in the Russian Federation. In the period before 2005, due to weak government support and the negative consequences of structural changes in the economy and agricultural sector of Russia in the early 90s, most of the agricultural production in value terms

in actual prices was carried out by households. Increased state attention to ensuring food security has created the preconditions for the development of agricultural production based on large-scale investments in the development, first of all, of industrial production of agricultural products. The result of this work was an increase in production volumes by agricultural organizations, as a result of the consolidation and merger of which federal-level agricultural holdings were formed. However, the specificity of agricultural production of certain types of products contributes to maintaining the significant role of households in the country's agricultural production.

Keywords: food security, agricultural production, agricultural organizations, households, personal subsidiary plots, peasant (farmers') farms, crop products, livestock products.

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**Current problems of socio-economic effectiveness of credit cooperation activities.
P. 261-268.**

Abstract. The purpose of this scientific publication is to identify current problems of socio-economic efficiency of credit cooperation activities. In the study, the socio-economic efficiency of a credit cooperative is understood as an indicator reflecting the social efficiency of the organization's activities (characterized primarily by the satisfaction of shareholders in meeting their financial needs) and the economic efficiency of the cooperative (characterized by the break-even and financial sustainability of its activities). The conducted research allowed the authors to identify the most pressing problems of the socio-economic efficiency of the activities of credit cooperatives: low level of involvement of citizens in the credit cooperation system (more than half of the residents of our country do not know about the activities of credit cooperatives); high level of competition from banks, both in terms of the level of reliability of bank deposits, compared with savings in a credit cooperative, and in terms of the level of financial, professional and other capabilities of the banking sector; problems of financial stability of credit cooperatives caused by both the negative impact of macroeconomic sanctions and objective internal factors inherent in credit cooperation; the presence of unscrupulous participants in the credit cooperation market. Solving the identified problems will not only allow credit cooperation to reach a new level of development, but also increase its socio-economic efficiency.

Keywords: socio-economic efficiency, credit cooperation, credit cooperative, shareholder.