

Economics and Management in Branches and Spheres of Activity

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Methodological tools for assessing innovation potential: content analysis and assessment of applied value for management. P. 9-21.

Abstract. In the management system of economic entities at any level of hierarchy, the assessment of innovative potential is of enduring importance, since the results obtained during its implementation not only reflect the achieved level of innovative development, but also, most importantly, allow us to identify hidden reserves for the growth of innovative potential and its effective implementation in the activities of economic entities. The purpose of preparing this publication was to review individual proprietary methods developed by modern domestic researchers to assess innovation potential, analyze the substantive differences between the methods and evaluate them for their applied value for management practice. The work was based on general scientific research methodology, the principles of correct scientific debate, and logical argumentation of the conclusions made. When performing the study, methods were used to take into account development trends of modern economic reality; review of literature sources on the problem under study; conscious selection of objects adequate to the purpose of the study; content analysis; analytical argumentation of conclusions. The objective reasons that update theoretical and applied research into innovative potential are outlined. Literature sources presenting the results of the work of various researchers in the field of developing methodological tools for assessing innovative potential were studied, and methods were selected that meet the purpose of this study. A substantive analysis of the selected methods was carried out, outlining the ideas underlying their development and the main provisions that determine the substantive differences. An assessment is made of the applied value of the analyzed techniques for the possibility of their use in managing innovative potential.

Keywords: innovative potential, methodological tools for assessing innovative potential, management of innovative potential, management practice.

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Project approach in the social sphere management of the municipality. P. 22-32.

Abstract. The need and relevance of using a project approach in managing the social sphere of a municipality is one of the important prerequisites for effectively solving social problems. The purpose of writing this article is to substantiate the feasibility of using a project approach in managing the social sphere at the municipal level. The methodological basis of the article was general scientific, cognitive research methods, collection, processing and interpretation of scientific information. In the process of writing the article, the role of the social sphere in the functioning of the municipality was determined, problem areas and their impact on the management of the social sphere of the municipality were identified. The authors focused on the advantages of using the project approach in the municipal management system, characterizing

it as a promising method of management in municipal authorities. During the research, objects for the development of the social sphere of the municipality were identified as part of the implementation of the project approach. The key stages of applying the project approach in managing the social sphere of the municipality are: determining the functional areas of managing the social sphere of the municipality, forming an organizational model based on the project approach, training and retraining of personnel in the social sphere of the municipality in the field of project management, ensuring information and communication interaction, improving the management of the social sphere municipality.

Keywords: project, project activity, project approach, functional approach, municipality, social sphere, social problems of society.

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Using digital tools when performing customs operations and prospects for their development. P. 33-46.

Abstract. Achieving a technological breakthrough and achieving high growth rates in the Russian economy is unthinkable without introducing elements of artificial intelligence and digital tools into all areas of economic activity. The Federal Customs Service of Russia is no exception and actively uses innovative technologies when carrying out customs operations, the use of which makes it possible to achieve targets and contribute to increasing the effectiveness of customs processes. The study made it possible to establish that digital systems contribute to the automation of functions performed by the customs service, reducing the length of time to perform customs operations, and increasing the number of automatically registered electronic customs declarations for import deliveries. They are embodied, first of all, in the performance of verification and control operations, which entails automatic risk verification, making payments electronically, replenishing the budget and reducing transaction costs of business entities; identify the most significant projects for the customs service, which include assessing the risk level of transported consignments, information support for RMS, conducting operational monitoring and processing of information, creating smart checkpoints, prompt exchange of data on the supply of goods, organizing electronic interdepartmental interaction and traceability of goods in the EAEU countries. The development provided for by the conceptual directions of Strategy 2030 will automate customs processes and ensure their compliance with international standards developed under the control of the United Nations Conference.

Keywords: intelligent systems, digital platforms, electronic declaration, automation of customs processes, electronic declaration center, innovative projects.

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Formation of an efficient management team for implementing directions of digital transformation in the company. P. 47-61.

Abstract. The article is devoted to the procedures for forming a management team to implement areas of digital transformation in a company focused on the effectiveness of its activities. The goal is a theoretical justification for solving the problem of forming an effective management team through an approach to the implementation of digital transformation areas in the company. Methods of comparative, structural, systemic and comparative analysis, information and analytical method were used. Logical-structural analysis of theoretical and empirical data presented in the public domain was used as the basic research method. It is shown that the search for methods, tools and forms of forming an effective management team continues in the scientific literature. The content of the management team has been determined. The factors influencing the process of forming a management team are shown. The principles of team interaction are highlighted. The key aspects taken into account in the process of forming and developing a management team are discussed. It is noted that the modern format of building relationships in a team can be considered through a culture of trust and a culture of feedback. The importance of using leadership style as one of the main components of successful team work has been confirmed. Identified certain skills and competencies among members of the management team to successfully lead digital transformation. The study is based on an analysis of modern trends in the field of management and digital technologies.

Keywords: teamwork, management team, team resilience, team learning, culture of trust, feedback, distributed leadership, digital transformation, management team performance assessment.

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Popular science tourism as a promising direction for sustainable development of a regional tourist product. P. 62-74.

Abstract. Popular science tourism is a relatively new direction in the industry, the emergence of which reflected the need to promote current attractions and diversify the tourism product of territories and objects associated with scientific research activities. The purpose of the study was the need to identify current aspects of the formation and development of popular science tourism as an element of the long-term sustainable development of a regional tourism product. During the research, methods of analysis and synthesis, a generalization method, a comparative method, and a systematic approach were used. As a result, the article highlights the key stages of the formation of popular science tourism in the context of adopted regulatory documents. The authors carried out a methodological analysis of published interpretations of popular science tourism. According to the authors' conclusion, popular science tourism should be considered as part of mass types of tourism; on this basis, a structural and logical diagram of popular science tourism has been constructed. The possibility of transforming popular science tourism into an effective tool for creating an educational environment in society that is tightly integrated into the overall structure of civic-patriotic education has been identified as development prospects. The conducted scientific research contributes to the understanding of the concept of popular science tourism, its structure and inherent properties, which will further determine the conditions for its effective development, taking into account the geopolitical situation and the implementation of sustainable development of the regional tourism product.

Keywords: popular science tourism, popular science tourism objects, research infrastructure, sustainable development, regional tourism product.

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Using responsible management as a sustainable trend to increase organizational results in the public administration system. P. 75-86.

Abstract. The article presents an introductory fragment of responsible management as a new direction, and also updates its problems and features. The goal of the work was to develop the key component-aspect components (semantic content, features, principles, models, approaches, mechanisms, levels, assessment tools, promising directions) to activate the ideology of responsible management, ensuring increased trust in the organizational system. As a methodological basis for the study, we presented individual scientific approaches, including: systemic, logical, situational - and methods of cognition, such as: description, comparison, analysis, analogy, generalization, specification, classification, graphic. The content of the concept of “responsibility” and the main components of this competence are revealed. Attention is paid to distributive responsibility, since the distribution of responsibility between performers in the organization is one of the main functions of a manager. Responsibility models are described, including: the Ralf Dahrendorf model, the RACI model, and the balanced responsibility matrix. The authors argue for the importance of organizational trust in the stewardship process. The focus is on the use of responsible management in the public administration system. The authors believe in the importance of responsible leadership as a holistic and ethical approach to leadership that takes into account the well-being of all stakeholders.

Keywords: responsibility, responsibility problem, responsible management, delegation of responsibility, systemic responsibility management, organizational trust, responsible consumption, distributive responsibility, responsible management in the public sector, responsible leadership, corporate social responsibility.

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Mechanism for studying the influence of internal and external factors on the economic sustainability of the enterprise. P. 87-96.

Abstract. The article is devoted to the processes of studying the influence of internal and external factors on the economic sustainability of an enterprise. In conditions of a dynamic external environment and increasing complexity of management tasks within an enterprise, it is necessary to transform positive factors into drivers of increasing economic sustainability and localize negative factors that can lead to a state of economic instability. The article examines the theoretical aspects of the category “economic sustainability”, identifies its components, and groups factors influencing economic sustainability according to various classification criteria. The article proposes a mechanism for studying the influence of internal and external factors on the economic sustainability of an enterprise, which will allow for timely diagnosis of the influence of these factors on the economic sustainability of an enterprise. The purpose of the study is to improve the tools for studying the influence of internal and external factors on the economic sustainability of

an enterprise. Research methods: generalization, analysis, synthesis, scientific measurement, deduction, induction and others. Research results: expansion of the theoretical and methodological foundations for studying the influence of factors on the economic sustainability of enterprises. It is concluded that the use of a mechanism for studying the influence of internal and external factors on the economic sustainability of an enterprise in the practical activities of enterprises will help to identify the general vector of changes in economic sustainability, as well as tracking the most vulnerable components of its formation.

Keywords: economic sustainability, external and internal environmental factors, mechanism, level of economic sustainability.

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Stimulating the head of an organization in crisis to implement innovations. P. 97-108.

Abstract. The strategy for getting an organization out of a crisis based on the introduction of innovations is the most effective in modern economic conditions. However, managers of enterprises in crisis are not interested in introducing innovations, since this requires the diversion of large financial, labor, time and psycho-emotional resources from current activities, and also requires high returns from the manager, without clearly obtaining a positive result from the introduction of innovations. Therefore, in such a situation, a special system of incentives is required that will effectively motivate managers to introduce innovations. The main goal of the article is to identify various incentives that most effectively motivate a manager to introduce innovations in a crisis situation. The study allowed us to draw several conclusions. Firstly, in a crisis situation, one cannot refuse to stimulate the manager in the form of additional remuneration, as well as in the form of non-material incentives through the provision of exclusive control rights and a fair assessment of the results obtained by the manager. Secondly, at a certain stage of criticality of the situation, incentives through the provision of a share of participation in the organization become ineffective and do not stimulate the manager to introduce innovations. Thirdly, if the organization in the past had created reserves and incurred unnecessary costs in the form of excessive personnel, excess inventories, etc., then in a crisis this becomes an additional asset, allowing the manager to introduce innovation, which also becomes a stimulating factor implementation of innovations. The main conclusion is that in an organization in crisis, combinations of incentives for the manager must be used that will lead to the promotion of innovation.

Keywords: incentives for managers, innovation, crisis situation of the enterprise.

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Implementation of lean technologies in educational organizations: modern format, management tools, implementation components. P. 109-118.

Abstract. The relevance of the topic under consideration is due to the dynamic development of the education system, where the use of lean technologies is becoming a key factor in increasing the efficiency of educational organizations. The purpose of this work is to study the implementation of lean technologies in educational organizations to increase labor productivity, reduce losses and increase the efficiency of these organizations. The research is based on the use of general scientific methods of cognition, such as: analysis and synthesis of theoretical material on the selected problem, systematization, structural-logical method and method of scientific generalizations. Analyzing the use of lean production tools, their advantages and functional potential, the practice of applying lean production in various fields and current trends, the article substantiates the need to introduce lean technologies in educational organizations. As a result of systematization of theoretical sources and consideration of national standards for lean production, the authors unified the principles, tools and methods of lean production for educational organizations. Based on a study of the experience of introducing lean technologies in individual educational organizations, the stages of the process of introducing lean technologies in educational organizations have been identified, the implementation of which will contribute to their effective application.

Keywords: lean production, lean technologies, lean technologies in educational organizations, lean production tools.

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Economic security of an economic entity: genesis of the conceptual-categorical apparatus. P. 119-128.

Abstract. Purpose of the study: to consider the results of theoretical studies of scientists in the field of interpretation of the content of the economic security of an enterprise, to identify the key positions of the authors on this definition, to consider existing scientific approaches to the interpretation of the essence of the category “economic security of an enterprise” and the content of the main structural elements of the system for ensuring the economic security of an enterprise, to develop your view on the content of the definition under study. Research methods: logistic, systemic, complex, comparative, economic-mathematical, induction, deduction, synthesis and other research methods. Results: in the course of the study, it was revealed that today there is no single unified opinion among scientists both on the content of the definition of “economic security of an enterprise” and on the main structural elements of the system for ensuring the economic security of an enterprise; there are also problems in assessing the structural elements of the economic system enterprise security. Conclusions: the basis for the effective functioning and development of an enterprise in the market is economic security. An effective enterprise is an economic entity that defends its economic interests in the market within the framework of current legislation, ensures its economic security at a certain time, in rapidly changing conditions of the external and internal environment, and is able to quickly respond to external and internal threats and resist them.

Keywords: economic security, economic security of an economic entity, structural functional components of the economic security of an economic entity, system for ensuring economic security at an enterprise, economic condition of an economic entity, external and internal threats.

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Specificity of using merchandising technologies in retail trade as a form of communication with the buyer. P. 129-139.

Abstract. Today it is no longer enough to present a high-quality product and meaningful information about its uniqueness in order to successfully carry out retail sales. A competent and selective buyer wants to see a well-thought-out product concept that can evoke emotions, associations and become memorable. Buyers place the same demands on stores. Given its importance, the buyer not only wants to purchase a product, it is important for him to enjoy the process. To be attractive to customers, a store needs to use special communication technologies. The authors analyzed consumer preferences, places of purchase of goods, target audience and the structure of the trade range of goods in retail trade. The article analyzes indicators that help determine the effectiveness of merchandising technologies. To justify the placement and display of goods on the sales floor, observations of the behavior of customers in retail stores were carried out. Based on the data obtained, a calculation was made to quantify the attractiveness of placing departments on the sales floor. The study made it possible to identify promising areas for increasing sales in retail trade. This study will increase the level of customer confidence in the trading company and maximize comfort when making a purchase, which will have a positive impact on sales growth in general.

Keywords: retail sales, retail trade, stores, merchandising technologies, product range structure, customer behavior, communication, office supplies, gamification.

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Forecasting the effectiveness of food potential elements use. P. 140-149.

Abstract. The article examines the problem of increasing the efficiency of using the food potential of the Russian Federation within the framework of the implementation of the Strategy for the development of the agro-industrial and fishery complexes of the Russian Federation for the period until 2030. Of scientific interest is the forecast of generalized indicators of the development and use of food potential, subject to the achievement of the target indicators of two scenarios (base and target), which are the foundation of the Strategy. Based on this, the purpose of the study is to assess the expected productivity of resources and the efficiency of use of food potential within the framework of the implementation of scenarios for the Development Strategy of the agro-industrial and fishery complexes of the Russian Federation until 2030 using the example of grain production in the Saratov region. To achieve this goal, based on data from grain and legume producers in the Saratov region for the period 2010–2022, a production function was obtained, which made it possible to assess the current productivity of resource factors of production, and also, by modifying variables in accordance with the Strategy scenarios, to generate forecasts for the development of the sub-industry until 2030. At the same time, such target indicators of the Strategy were used as an increase in the application of fertilizers until 2030 and an index of the physical volume of investments in fixed assets for 2020–2030. The results obtained (increased productivity, decreased volume of certain types of resources per unit of production) allow us to draw conclusions about the growth of resource productivity and the efficiency of using food potential in general.

Keywords: food potential, scenario forecasting, resource productivity, production function, development strategy of the agro-industrial complex.

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Economic interests and business management based on the formation of economic coordination mechanisms in the modern economy. P. 150-158.

Abstract. Structural transformations taking place in the Russian economy give rise to an urgent need for a conceptual rethinking of existing business management methods and the development of approaches that are focused on creating ways of coordinating business processes that correspond to new trends in the business environment, taking into account the peculiarities of the economic interests of interacting entities. The purpose of the article is to develop a conceptual approach to building mechanisms for coordinating the interactions of subjects with different economic interests that are adequate to modern realities, ensuring successful business management, based on a paradigmatic rethinking of competing approaches. The work reveals the conceptual originality of alternative directions for studying the connection between economic interests of subjects and the process of constructing mechanisms of economic coordination in the modern economy, and also shows that they are based on paradigmatically limited versions of the institutional approach. The result is fragmented theoretical descriptions. To change the conceptual vision, it is proposed, taking into account the dual nature of economic entities, to consider them as bearers of individual and general features of economic culture, values, goals and interests. Based on this, a classification of economic-value orientations and economic interests of the organization is presented. The chosen research perspective goes further in considering business management processes based on the formation of economic coordination mechanisms. It focuses on carrying out an innovative transformation of the organization's internal and external relations in accordance with changing realities based on the need to achieve a value compromise and a balance of interests of all stakeholders.

Keywords: economic interests, economic values, institutional approach, mechanisms of economic coordination, business processes, management, competitiveness, innovation.

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HR potential as a factor of regional economic development. P. 159-168.

Abstract. In modern conditions, the region often acts from the position of independent participation in economic processes not only at the national level, but also at the international level. This position requires resource support, while labor potential has the most significant impact on the implementation of economic tasks, which makes it the most significant factor in economic development. The development of human resources, thus, becomes the most important condition for the stable economic development of the region. The purpose of the study is to study the role and importance of human resources as a significant factor in regional economic development. As part of the research, general scientific methods were used (analysis, generalization, observation, synthesis), as well as special methods, including the monographic method, as well as the comparison method. As a result of the formation of an economy based on the use of a market mechanism, there was a need to rethink the role of human resources in ensuring the economy of

the Republic of Tajikistan. An important task for achieving economic growth is to create conditions in the region for the effective use of human resources given the current configuration of resource capabilities, capital and technology. In this aspect, it is necessary to create and provide representatives of the region's human resources with the opportunity to fully engage in the activities of economic entities, as well as formation and development, professional training, in order to ensure high mobility in the application of their knowledge, skills and abilities within the economic boundaries of the region.

Keywords: region, economic development of the region, factors of economic development, labor resources, human resources, development of human resources.

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Transformative investments in the development of socio-economic space of a macroregion. P. 169-181.

Abstract. This article is devoted to the study of transformative investments in the development of the socio-economic space of the macroregion, the need for implementation of which is due to their focus on solving pressing social problems (reducing unemployment, increasing life expectancy, ensuring equal access to education, etc.). Transformative investments, which in this work include investments of various types of assets in such activities as "Education" and "Activities in the field of health care and social services"), education and activities in the field of health care and social services, help reduce social tension in the constituent entities of the Russian Federation. It should be noted that the changes that are taking place in the social sphere of the economic space of the regions indicate the heterogeneity of the ongoing processes and are characterized by different dynamics of socio-economic indicators, complicated by the influence of external shocks. The purpose of the work is to identify existing trends in the development of transformative investments when they are implemented in the socio-economic space of the constituent entities that are part of the Ural macroregion. The time period of the study covers 2000–2022. The leading method in this study is economic-analytical. The subjects of the Russian Federation that are part of the Ural macroregion were taken as the object of the study, for which an analysis of investment indicators for the development of the social sphere was carried out, as well as an assessment of the implementation of national projects that reflected current trends in the segment of the economic space under study. Based on the analysis, it was established that, in general, the development of the investment aspect of the social sphere during the period under study has a positive direction, although in certain regions the situation is ambiguous, there is both an increase in the investment component and its decrease.

Keywords: macroregion, transformative investments, socio-economic space of the region, national project.

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Factors of economic effect from implementation of information project on capacity planning of a generating organization. P. 182-193.

Abstract. In the context of business informatization, research into the use of modern digital technologies in accounting, analysis and control at manufacturing enterprises helps to identify the most effective ways of their implementation and use, which helps to increase the sustainability and efficiency of organizations as a whole. The variety of information technologies and systems used in enterprises, their rapid change, the indirect nature of the results of application and other aspects make it difficult to create universal models for assessing the effectiveness of technical solutions in the field of informatization, and require constant updating and adaptation of methods for their assessment. The purpose of this study is to analyze the impact of an information project on modeling thermal power processes and automation of forecasting the generation of gas turbine units on the efficiency of information processes of a generating enterprise, identifying factors of economic effect from the introduction of information and telecommunication technologies, formalizing an approach to a comprehensive assessment of their economic efficiency. The research is based on a systems approach and a dialectical method of cognition. The work makes an attempt to present the content area of difficult-to-formalize dependencies between the costs and results of technical solutions in the field of informatization, through identifying the factors of economic effect from the introduction of information technologies. An algorithm for solving the problem of assessing the effectiveness of an information project is determined. The main assessment tools and economic indicators of information projects are identified. The issues of assessing the effectiveness of the synergy of information systems are raised.

Keywords: investments in information projects, assessment of economic efficiency, factors of the effect of information and communication technologies, feasibility study, integration of information technologies into accounting, analysis and control of production and operational processes of generating enterprises.

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Innovative approaches to assessing economic development directions. P. 194-207.

Abstract. Economic development as a quality process based on innovation involves the use of new approaches, methods, technologies, sources of investment, modernization, tools, expansion of the resource base and infrastructure. Particularly acute in the context of digital transformation is the need to develop innovative approaches to assessing the economic development of multi-level systems to determine the vector and coordinate the development process. The purpose of the study was to study approaches to assessing economic development, their grouping, analysis and classification. The methodological basis for assessing the views of various authors was built on the basis of their comparative analysis and synthesis using methods of grouping and generalization, and scientific classification. The work systematized the main official approaches to assessing economic development and the author's methods. The views of researchers on the classification of methods for assessing economic development were studied and analyzed, taking into account the contribution of developers, the number of indicators, features of assessment, frequency of presentation, target orientation, development of final recommendations and further directions of economic development. The approaches are grouped according to selected characteristics and the author's classification is presented for improving and determining the prospects for economic development within the framework of the digital transformation of the economy. We have proposed our own classification of methods for assessing economic development according to a number of important characteristics.

Keywords: economic development, assessment of economic development, traditional approaches to assessment, innovative approaches to assessment, directions of economic development, classification of methods for assessing economic development.

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Methodology for determining the industrial sector sustainability of the regional economy to sanctions impacts. P. 208-216.

Abstract. The formed features of economic development determine the need to search for adaptation mechanisms to ensure sustainable development of the economy of Russia and its regions. Therefore, in the current international situation, the issues of developing methodological tools for identifying the most import-dependent activities (FEA) in the regional economy are becoming increasingly in demand in Russian economics. Relying on the presented aspects, the subject of the study is economic relations related to the issues of positioning industrial economic activities of the region in the system of prospects for their sustainable development under sanctions pressure. The purpose of the study is to empirically assess both the import dependence of industrial activities and their recovery capabilities. The analysis was carried out in the context of industrial types of economic activities using simulation and econometric modeling methods. As a result of the modeling, four groups of activities were identified, at least two of which require close attention from the state regulator. An equally important task for these groups is to develop solutions that could help intensify the policy of import substitution and thereby ensure technological independence for the region. Also, a key aspect will be the development of effective mechanisms to ensure the preservation of technological competencies and production capabilities in vulnerable areas. Only an integrated approach will help mitigate risks and create conditions for long-term stability of the regional economy.

Keywords: import substitution, sustainability of economic growth, Republic of Tatarstan, sanctions pressure, foreign trade.

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Stages of institutional transformations in the agricultural sector of the economy. P. 217-227.

Abstract. The purpose of the study is to study the stages of institutional reforms in the agro-industrial complex, analyze the strategy for carrying out the stages and study the tools. Analyze the development strategy of the agro-industrial complex in the regions based on the analysis of the index of manufactured products. This article is devoted to the problems of carrying out stages of institutional reforms in the agro-industrial complex. The article raises the question of the importance of introducing innovations into the agricultural sector. Investigating the factors causing problems in institutional transformations, the author of the article came to the conclusion that in order to carry out favorable institutional transformations in the agro-industrial complex, all related innovations need to be supported by a legal framework and they need state support. Research methods: economic analysis, method of analogies, methods of induction and deduction, observation, other methods of cognition. Results: to solve problems in carrying out institutional reforms in the agro-industrial complex, it is necessary to support all innovations with a regulatory framework, and for successful implementation, state support will be provided at all stages of implementation. This tool will help regions effectively follow the developed strategy and achieve significant results in the agricultural sector. Conclusions: in carrying out institutional reforms, a whole list of problems arises that subjects face; the use of the regulatory framework with the support and control of the state is aimed at neutralizing these problems and achieving the implementation of all stages of institutional reforms in the agro-industrial complex.

Keywords: institutional transformations, agro-industrial complex, economic entities, regulatory framework, strategic planning.

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Technological fatigue as a barrier to consumers of innovation services. P. 228-236.

Abstract. The article presents the results of a study of consumer behavior in the market of innovative services. As an example of innovative services, the activities of self-portrait photo studios in St. Petersburg are considered. The peculiarity of such studios is that the shooting is carried out without the participation of a photographer, and the photographs are processed using artificial intelligence. The purpose of the study is to assess the degree of consumer readiness to use an innovative service and identify barriers that impede this process. During the research process, methods of empirical and theoretical scientific knowledge were used, including: comparison, analogy, induction, strategic marketing and competitive analysis, as well as field marketing research methods - in-depth interviews and questionnaires. As a result of the study, the hypothesis was confirmed that consumers are skeptical about the format of photo studios without a photographer due to the oversaturation of new technologies and prefer a more familiar and familiar format - photographing in a studio with a photographer or shooting on their mobile phone. One of the limiting factors for the development of this market is consumer technological fatigue. Technological fatigue is understood as the process of gradual accumulation of the user's psychological overload as a result of oversaturation with innovative technologies, leading to a change in personality traits, an increase in the gap between the real and virtual worlds, and the destruction of the usual way of life.

Keywords: technology, artificial intelligence, neural networks, barriers to innovation adoption, user journey, consumer behavior.

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Analysis of classical and modern marketing strategies from the position of the resource management concept. P. 237-248.

Abstract. The purpose of the article is to analyze classical and modern marketing strategies used in the practice of organizations. The focus of the study is on the role of key organizational resources and competencies of commercial companies, allowing them to adapt standard strategies

to ensure competitive sustainability. Using methods of analysis, grouping, abstraction and composition, a typology of classic and current strategies and key marketing resources that can serve as the starting point for the formation of internal corporate competitive development plans is presented. The authors conclude about the importance of companies' resource potential in ensuring long-term sustainability and provide individual components of the marketing mix that contribute to achieving the development goals of organizations. The sources of competitive advantage are unique marketing resources and competencies that are difficult to imitate and are able to dynamically adapt to changes in the market environment. Identification and development of the latter are becoming a priority for a modern organization. Accordingly, when developing marketing strategies, the focus can be placed on individual elements of the marketing mix: product, price, approaches to promotion, virtual and physical location for sales or services, the practice of organizing basic and top-level (distinctive) organizational processes, approaches to personnel development. Creation of the elements of a marketing strategy separately presented in this article can lead to strengthening the holistic role of marketing in a modern organization and increasing the perceived value of conditional consumers.

Keywords: marketing strategy, strategic marketing, resource management theory, marketing mix.

Cooperation and Entrepreneurship

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Scale influence study of credit cooperatives activity on their reliability and financial results. P. 249-258.

Abstract. The purpose of this study is to study the impact of the scale of activity of credit cooperatives on their reliability and financial results. The object of the study is a set of credit cooperatives, which included 10 credit cooperatives selected according to the rating of the best credit cooperatives in Russia in 2024. The research is based on general scientific methods that make it possible to generalize and systematize theoretical aspects on the issues under study, as well as on sadistic methods: the main one is the method of statistical grouping, which is used to analyze the influence of factors on the result. The study allows us to draw the following conclusions: the scale of the CPC's activities affects its reliability: with an increase in the assets of a credit cooperative, there is a clear growth trend in its mutual fund, however, in the size of the reserve fund, this trend is not always visible, which, in our opinion, is due to the specifics of the formation and expenditure of the reserve fund; the scale of CPC activities has a direct impact on the financial results of its activities: in the study, the main financial result was the interest margin of the credit cooperative, the size of which increases with the growth of CPC assets. Note that the scale of the CPC's activities does not affect the amount of its net profit, since the largest CPCs in the study population had a loss. We note that credit cooperatives are non-profit organizations and profit is not the goal of their activities, therefore, when studying the impact on financial results, we did not take this indicator into account, but focused on the income and expenses received by the CPC in meeting the financial needs of shareholders, which is the purpose of these activities organizations.

Keywords: credit cooperation, credit cooperative, assets, mutual fund, reserve fund, financial results.

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On the development of social entrepreneurship and socially oriented non-profit organizations in the regions of Yenisei Siberia. P. 259-269.

Abstract. The purpose of the study is to study current aspects of the development of social entrepreneurship and socially oriented non-profit organizations in the Yenisei Siberia macroregion. The authors used general scientific methods (analysis, synthesis, generalization, comparison, systematization, formalization); as well as statistical methods of information processing. Based on the analysis of data from state statistics, the Ministry of Economic Development of the Russian Federation, the Federal Tax Service and other official sources, a description of the state and dynamics of development of socially oriented non-profit organizations and social entrepreneurship in the regions of Yenisei Siberia is given. Features that require consideration when forming measures for the further development of this area have been identified. A graphic model “quintuple helix” has been developed, reflecting a principled approach to the development of social entrepreneurship and socially oriented non-profit organizations based on the integration of resources and efforts of the state, educational organizations, representatives of large businesses, volunteers and directly socially oriented entities themselves with the ultimate goal of solving social problems. The authors have worked out recommendations for the development of social entrepreneurship and socially oriented non-profit organizations in areas that are in demand in the regions of Yenisei Siberia. The results obtained will make it possible to supplement and adjust organizational measures for the development of social entrepreneurship and socially oriented non-profit organizations as an integral and most important part of the economy of the Yenisei Siberia macroregion.

Keywords: social entrepreneurship, entrepreneurship development, socially oriented non-profit organizations, macro-region “Yenisei Siberia”.