

Economics and Management in Branches and Spheres of Activity

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Adaptation of public catering enterprises to environmental factors. P. 9-21.

Abstract. The article provides an analytical review of the development of catering enterprises in Russia in general and the consumer cooperation system in particular. The external environmental factors that influenced the change in quantitative and qualitative indicators of catering enterprises are identified. Particular attention is paid to the adaptation of catering enterprises during the lockdown and the period of economic sanctions. The article identifies the main trends in the development of catering enterprises in Russia in general and consumer cooperation of the Centrosoyuz system. The change in catering turnover is considered, an analysis of the development of the material and technical base of catering enterprises in general and by type is carried out, the development of human resources is shown, and the dynamics of financial results are studied. The indicators of catering enterprises in Russia in general and in the consumer cooperation system in particular, having unidirectional and multidirectional dynamics, as well as the factors that influenced such dynamics are identified. The measures taken by catering enterprises in order to adapt to environmental factors are shown. The study was conducted on catering enterprises in Russia and consumer cooperation of the Centrosoyuz system of the Russian Federation for 2020-2023. In the process of the research, a systemic and complex approach was used, as well as the methods of: induction and deduction, analysis and synthesis, observation, comparison, relative and average values, index. The research was carried out on statistical materials of Russia and consumer cooperation.

Keywords: public catering, public catering establishments, consumer cooperation, external environment, external environmental factors.

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Formation of an economic risk management strategy in the enterprise's economic security system in the conditions of BANI-world and Industry 4.0. P. 22-34.

Abstract. In the constantly changing modern economic environment, transformed under the influence of new challenges and threats, the economic stability of enterprises is one of the most sensitive to changes, and maintaining its high level in the long term requires flexibility and adaptation of the strategic system of economic risk management. The purpose of the study is to determine the features of the formation of the strategy of economic security management of the enterprise based on economic risk management in the context of a changing global economic environment and new technological trends. In the process of work, the following research methods were used: dialectical, the method of theoretical generalization and comparison, logical, the method of comparative characteristics, analysis and synthesis. It is assumed that the purpose of economic security management of enterprises is to ensure their sustainable and effective functioning at the current time and in the future. A risk-oriented economic security management system will allow enterprises to stabilize the current state, achieve the effectiveness of financial and economic activities for a long time, taking into account the significant risks provoked by changes in the turbulent and uncertain world of BANI. Emphasis is placed on the need to take into account the characteristics of the modern world and economic conditions modified by Industry 4.0 when developing an economic security strategy for business entities.

Keywords: economic security, strategic management, management, strategy, risk, risk management, BANI world, Industry 4.0, threats.

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Features of functioning and development of the emergency medical care system of Belgorod region at the present stage: theoretical aspect. P. 35-43.

Abstract. The challenges and realities of the current stage of social and economic development of society make adjustments to the strategic and operational decisions taken at different levels. The state's recognition of the vector of development of medicine in 2023 in the direction from "finished case medicine" to "life cycle medicine" means the need for significant changes in the organization and financing of healthcare. The purpose of the study is to study the features of the functioning and development of the emergency medical care system in the Belgorod region at the present stage. During the data research, general scientific methods were used, such as synthesis, analysis, comparison, generalization, systematicity, complexity, etc. The article examines the need to ensure the development of organizations of various organizational and legal forms in the context of increasing restrictions on the development of Russian society and the role of the state in this process, and primarily in the field of healthcare. The importance of ambulance in providing emergency medical care to the population is shown. The technologies used and recommended for use in OGBUZ SSMP of the Belgorod region are presented. The characteristics of the emergency medical service of the Belgorod region are given and the main

problems that require solutions to ensure its sustainable development are identified. Conceptual approaches to managing the development of the emergency medical care system are proposed.

Keywords: development, government influence, healthcare, emergency medical care system in the region, ensuring its development.

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Features of digital business transformation in modern conditions. P. 44-54.

Abstract. An attempt to describe the conditions that accompany the process of introducing digital technologies into the functioning of socio-economic systems is accepted in this study. The interest in the issue under consideration is due to the scale of the ongoing digital changes in all spheres of society. The purpose of this study is to identify and systematize the features within which the digital transformation of business is currently taking place. In the course of the study, the features of digital business transformation were divided into two groups: common, characteristic of all social systems, and specific, characteristic of entrepreneurial structures. The importance of analyzing the features of digital transformations through the prism of the problems that the uncontrolled introduction of digital technologies can lead to without taking into account the specifics of the conditions is noted. The problem of the lack of national standards for the introduction of digital technologies and methodological approaches to the management of digital transformation projects as a basis for the formation of a digital management culture is discussed. It is argued that the company will receive a number of competitive advantages from the introduction of digital technologies only if it takes into account all the features and overcomes the problems inherent in transformational processes.

Keywords: digital transformation, digitalization, features of digital transformation, specific features of digital transformation, digital management culture.

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Ain trends and prospects for development of the services sector in conditions of instability and uncertainty of the external environment. P. 55-65.

Abstract. The service sector acts as a catalyst for the development of the country's economy, while at the same time being an indicator of the standard of living of the population. In conditions of economic instability, the development of the service sector becomes most important, because the service sector allows for the creation of new jobs, increases tax revenues to the budget, and increases competition, which has a positive effect on the formation of a high-quality offer in the market. The purpose of this study is to study the directions of functioning of the service sector, as well as to summarize the main trends in its development in conditions of economic turbulence. During the study of data, general scientific methods were used, such as synthesis, analysis, comparison, generalization, systematicity, complexity, etc. The article revealed that in modern conditions the service sector represents a stable position in the economy at the level of the country and the world as a whole. As a result of the study, it was found that the service sector is the most mobile and flexible general category, which has positive trends in its development: personalization, digital transformation, integration and partnership, environmental responsibility, artificial intelligence, flexibility and mobility of products, innovative approach and crisis resistance.

Keywords: service sector, development, indicators, dynamics, development trends, economic instability, development trends.

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Retail trade: trends, challenges and directions for sustainable development. P. 66-78.

Abstract. The objective of the study is to determine the directions of sustainable development of retail trade in the interests of both the state and the end consumer of goods - citizens of the country based on the identified trends and problems of its development. The achievement of the goal was determined by the analysis and assessments of: retail trade turnover (RTT) of the Russian Federation (RF); RRT per capita; the number of economic entities in retail trade; RRT structure by economic entities; RRT of retail trade networks; the share of sales of goods via the information and telecommunications network "Internet" (Internet); distribution of the number of people employed by the level of education in retail trade; reasons for customer dissatisfaction with trade services, which made it possible to determine that in order to increase their satisfaction with trade services in retail trade it is necessary to expand the range of goods and the list of retail services and improve their quality, set acceptable prices for the necessary goods taking into account their income, the service time should be minimal, that is, to exclude long queues and approve a convenient operating mode for retail facilities; four groups of factors hindering the activities of retail organizations - financial, competitive environment, product range, and population solvency. The definition of directions for sustainable development of retail trade based on the identified trends and problems of its development, determined the use of general scientific methods of theoretical and empirical levels.

Keywords: retail trade, competition, working hours, number of people employed in trade, range of goods, trade services, quality of goods, retail turnover, purchasing power, retail trade network, buyers, population, accessibility of retail trade organizations.

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Development of the institute of state control. P. 79-88.

Abstract. By determining the necessary and sufficient level of state intervention in economic relations, state control constantly attracts the attention of researchers. The search for an answer to questions about the possibilities, approaches and mechanisms for building an integrated and productive control institution capable of participating in solving the economic problems of the state has long contributed to its transformation and remains relevant to this day. The article presents the development of the state control institution through the prism of changing the decentralized and centralized approaches to the implementation of its functionality. The key factors contributing to such a change and determining the solution of the state's economic problems at a certain stage of its development by means of the control institution are reflected. The main modern mechanisms of state control and elements of the architecture of control authorities are characterized. Based on the analysis of regulatory, reporting and statistical data, the strengths and weaknesses of the implemented control mechanisms are identified. As a result of the study, the features of the modern model of the state control institution, its needs and ways to overcome the "bottlenecks" that contribute to the successful implementation of the modern model of the institution aimed at ensuring the achievement of the economic goals of the state are determined.

Keywords: state control, inspections, professional visits, moratorium, risk-oriented approach, standards.

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Current issues of accounting for the improvement and restoration of fixed assets. P. 89-98.

Abstract. During the useful life of fixed assets, economic entities carry out work on their repair, technical inspection and maintenance, as this allows them to maintain facilities in working condition, preventing interruptions in operation. Improvement of fixed assets, improvement of their technical and economic characteristics is carried out as a result of reconstruction or modernization, which is an economical alternative to the acquisition of new facilities. The article analyzes the concepts that characterize the types of work related to the improvement and restoration of fixed assets. The issues of qualification of the facts of economic life for repair, technical inspection and maintenance, reconstruction and modernization of fixed assets, as well as the methodology of their accounting established by Federal Accounting

Standards 6/2020 "Fixed assets" and 26/2020 "Capital investments" are considered. An algorithm is proposed for accountants, which determines the option of accounting for the costs of improving and restoring fixed assets, assuming their recognition in the current period or capitalization as an independent object of fixed assets, or increasing the value of objects improved as a result of work, the main correspondence accounts are presented. The application of the proposed recommendations will increase the reliability of data on the value of assets of an economic entity and its financial results, as well as plan and carry out timely work on the restoration and improvement of fixed assets.

Keywords: accounting, fixed assets, repair, technical inspection, maintenance, modernization, reconstruction, restoration of fixed assets, improvement of fixed assets, current expenses, capital expenditures.

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Updating hr management directions in accordance with the transformation of strategic development trajectories of modern companies. P. 99-108.

Abstract. The article reveals the statement that in the conditions of the modern economy, characterized by dynamism and high demands for flexibility and adaptability of organizations, HR management is of particular importance. The purpose of the study was to study the features of HR management in modern conditions, determine and characterize the factors influencing the state and development of the labor market, identify and summarize the key trends and problems of its implementation in companies, as well as develop recommendations for improving the efficiency of human resource management. To achieve this goal, the following research methods were used: analysis of thematic literary sources, generalization and synthesis of the obtained data, comparison, methods of grouping, systematization, etc. The article considers HR management in the context of the modern economy, identifies the key aspects and challenges faced by organizations. Particular attention is paid to the analysis of modern trends in human resource management and identifying areas that contribute to increasing the adaptability and efficiency of personnel. The characteristics of the types of employees focused on solving various kinds of strategic problems are presented. The study proposes practical directions for optimizing HR management processes in order to achieve competitive advantages and sustainable strategic development of organizations in the context of modern challenges and changes in the market, including ensuring the selection of optimal employees by creating job profiles, digitalization of HR processes; systematic monitoring of the labor market and their own personnel needs, etc.

Keywords: HR management, strategic management, personnel management, job profile, competency model, employee selection, automation of personnel management.

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Methodological tools for assessment of economic efficiency of information technology usage in accounting and management. P. 109-120.

Abstract. The article focuses on the methodological aspects of assessing the economic efficiency of using information technologies in accounting and management based on the calculation of the informational efficiency index. The purpose of the study is to develop methods for quantitative analysis and assessment of changes in the information efficiency of the organization by means of mathematic modelling. The article gives the definition of information efficiency, classifies the main factors affecting it, and justifies the importance of its assessment. The applicable methods include a systematic approach, economic analysis, expert assessments and modelling, which allow to systematize the evaluation process. The method of the information efficiency index calculation based on the factors approach and the model of weighted assessments is proposed as the main tool. This index allows to evaluate the use of information resources integrally, minimize costs and control risks, which contributes to the organization's sustainable growth. These results will assist in evaluating information processes and making informed decisions regarding the management of the organization's information infrastructure.

Keywords: information efficiency of the organization, information resources, information efficiency index, integration of information systems, measurement of business process efficiency, information infrastructure, mathematical modelling.

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Performance indicators of innovative networks. P. 121-129.

Abstract. According to modern scientific research, a promising form of industrial development is an innovative network that unites all participants in the supply chain into a single system using modern information technologies. The advantages of such an organization of enterprises are the optimization of resource and financial flows, due to end-to-end information management of all elements of the system. The result of networking is the diffusion of innovations, the transplantation of knowledge and technologies that contribute to obtaining a synergistic effect and accelerating the processes of ensuring the technological sovereignty of the country. However, in Russian theory and practice, the advantages of innovative networks in industry are not actively used. In this regard, the task of forming a theoretical and methodological foundation for determining indicators characterizing the main trends and prospects for the development of network interaction is being updated. The purpose of the article is to systematize the performance indicators of innovative networks in industry in the context of digitalization. To achieve this goal, the following tasks are solved in the article: an overview of domestic research devoted to the study of innovative networks in industry is given; problems are identified and the relevance of the chosen research topic is justified; a range of indicators for

assessing the digital development of domestic industry is determined; The assessment of the state of digital development of the domestic industry in dynamics for 2015-2022 is given, trends and prospects in the field of information and communication technologies are identified; indicators of the effectiveness of the functioning of innovative networks in industry in five enlarged groups are systematized. The object of study is the innovation networks of the Russian Federation. The subject of the study is indicators for evaluating the effectiveness of innovative networks. The results obtained can be used to study the specifics of the development of innovative networks in the context of digitalization in order to improve the tools of state support for innovative enterprises.

Keywords: performance indicators, innovation network, industry, research costs, publication activity, patent activity.

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Organization management in the context of international business: systematization of uncertainty factors and tools for their assessment. P. 130-146.

Abstract. The purpose of the study is a detailed systematization of the uncertainty factors of the external environment, determination of relevant tools for their assessment to substantiate strategic decisions that contribute to improving the management efficiency of international trade organizations in the international market.

The methodological basis of the study was formed by system-analytical, static methods, as well as the results of current studies by economists, revealing individual problems of systematization and assessment of uncertainty factors in the management of an organization engaged in international trade. Research results. The article systematizes general approaches to determining the uncertainty factors affecting organizations in international trade. Current approaches to determining uncertainty factors based on their industry segmentation are systematized. A new approach to classifying uncertainty factors based on cause-and-effect relationships is proposed, which increases the level of manageability of an organization in the context of international business based on Descartes' quadrant. Conclusions. In order to increase the accuracy of building a management strategy for an organization participating in international trade, the study identifies the main long-term trends in the development of international trade: globalization, technological development and the development of new markets, which made it possible to systematize phenomena that are the result of event-driven actions with an unpredictable trend and classify uncertainty factors through categorical division according to the scheme: "predictability of causes/effects".

Keywords: organization management, international trade, uncertainty factors.

Economy of Labor and Labor Relations

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Shortage of personnel in the field of logistics: problems and solutions. P. 147-154.

Abstract. In modern conditions, all sectors of the economy, including logistics, are undergoing drastic changes under the influence of economic and geopolitical factors. The logistics industry is one of the strategic sectors for the country's economy, which, of course, leads to the need for timely response to external and internal challenges from the state and business. The article is devoted to the issues of staff shortage in the Russian logistics sector. The authors note that in recent years this area has had to develop under the pressure of a number of factors – from coronavirus infection to foreign sanctions, which forced the logistics sector to quickly rebuild and adapt to the prevailing circumstances. One of the important problems that significantly affect performance in the field under consideration is the personnel "hunger". The paper analyzes its causes, as well as the effectiveness of measures taken by the heads of logistics companies in this direction. Based on the results of the study, the authors draw reasonable conclusions and, based on them, make forecasts regarding the further development of the situation, namely, solving the problem of personnel shortage in the logistics sector can only be achieved in an integrated way.

Keywords: logistics; staff shortage; human resources potential; automation; logistics support measures.

Marketing, Commerce and Logistics

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Influence of emotional branding on the management of personal brand promotion. P.155-163.

Abstract. In today's hyper-competitive world, many companies understand the importance of promoting mono- or multi-brands to attract customers. At the same time, the

issues of promoting a personal brand remain relevant and significant. Due to the fact that there is no ready-made template for promoting a personal brand, it seems reasonable to use emotional branding when managing promotion. The purpose of this article is to review theoretical approaches to the concept of emotional brand and identify strategies for managing a personal brand through an emotional brand or “experience marketing.” The work used methods of analysis and synthesis, comparison and generalization. The main results of the study were: systematization of theoretical approaches of specialists and practitioners in the field of branding to the definition and essential characteristics of an emotional brand; and presenting a comparative analysis of methods for using emotional and personal branding to manage promotions. The authors conclude that, unlike the traditional approach to brand development, which focuses on the functional characteristics of the product/service, emotional branding seeks to evoke positive feelings and associations with the brand in consumers. The feasibility of using approaches to emotional branding common in scientific circles to promote and manage the promotion of a personal brand has been discovered.

Keywords: branding, emotional branding, influence, management, personal brand, promotion, target audience, values.

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Marketing characteristics of trends and features of the tourism services market development of Belgorod region. P. 164-176.

Abstract. The article reflects the marketing characteristics of the tourist services market of the Belgorod region, its features and trends. The tourism industry is part of the regional economy, including tourism, hotel, excursion, industrial, agricultural, leisure, transport and other enterprises that allow you to form a full-fledged tourist product. The purpose of the study was to analyze the trends and features of the development of the tourist services market. In the course of the study of trends and features of the development of the tourist services market, the methods of theoretical (analysis and synthesis) and empirical knowledge (observation, comparison and generalization) were used. The materials and results of the study are based on the analysis of expert opinions, research of the tourism market in the context of the coronavirus pandemic and the changing political situation, assessment of the dynamics and trends in tourism development in the Belgorod region under the influence of external factors in 2020-2022. The article reflects the factors influencing the development of tourism in the Belgorod region, and also identifies its priority types. Availability of full statistical information on the activities of tourist companies and the movement of tourist flows allowed to identify the problems of regional tourism, as well as to determine the vectors of its development. Based on the conducted research, conclusions were formulated and ways of development of the tourist services market of the Belgorod region were proposed.

Keywords: tourism, Belgorod region, tourist market, tourist product, marketing research.

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Formation of a management system of integrated marketing communications. P. 177-185.

Abstract. The possibilities of strategic management in the corporate governance system of companies are expanding due to the implementation of the integrating management function of the IMC at the internal corporate level, with the delegation of certain marketing functions to personnel, and on the external contour of enterprises. As an urgent task of the entire IMC management system, experts consider the idea of generating effective communication, thanks to which customers form an opinion about a brand or product even before visiting the point of sale. The purpose of the study is to overcome the problem of poorly understood integrated marketing communications and to obtain practical recommendations for the formation of an integrated marketing communications management system in the company. The combination is able to solve strategic tasks of managing the company's economic activities, provides conditions for flexibility in corporate governance due to the ability to quickly respond to a specific request, market fluctuations, and promptly change the concept of relationships with customers and partners, which serves the goals of achieving competitiveness, sustainable and long-term development. As a result, the features of BMI management are determined by the integrating BMI management function, which provides functional advantages of achieving strategic goals of company management by expanding and mobilizing internal capabilities of companies, as a mechanism for interactive motivational impact of society on consumers.

Keywords: integrated marketing communications, management of IMC, formation of a management system, formation of effective communication.

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Limitations and disadvantages of using internet marketing tools. P. 186-196.

Abstract. This article discusses the main limitations of Internet marketing, analyzes current cases and presents practical examples from the activities of the online marketing company TGASG, which can clearly illustrate each of the limitations and / or shortcomings of online marketing tools. The article also presents possible ways to overcome the limitations.

The study used the works of scientists in the field of Internet marketing, general scientific and economic-mathematical methods of data processing, an analysis of scientific publications in the field of using digital marketing tools by business entities.

The article highlights several key factors that hinder the achievement of online marketing goals, or require combining Internet marketing with additional marketing efforts not related to online tools. Such factors include: limited capabilities for segmenting the target audience, low conversion, limited personalization, dependence on algorithms.

The article proposes strategies for overcoming limitations associated with the target audience, market research, data analysis, testing, identified areas for increasing conversion, overcoming limited personalization and dependence on algorithms.

Keywords: Internet marketing tools, segmentation, target audience, conversion, personalization.

Cooperation and Entrepreneurship

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Development of agricultural production in Russia in the interests of ensuring food security. P. 197-207.

Abstract. The most important goal of the state is to create conditions for providing the population with food. Food production in the country in volumes that ensure the most complete satisfaction of the needs of the population, taking into account affordability, is the most important element of the country's economic security and is characterized as food security. Positive results have been achieved in the work carried out in Russia aimed at ensuring food security in the country, but there are significant shortcomings in the development of the agro-industrial complex that can reduce the ability to ensure food security in the country. The purpose of this article is to identify trends in the development of agricultural production in Russia in the interests of ensuring food security and identifying areas for sustainable improvement. The article contains a study that revealed the importance of ensuring food security in the country as an element of economic security. A retrospective analysis of trends in ensuring food security in Russia was conducted. Based on the study of statistical data, a comparative analysis was carried out, the results of which made it possible to characterize the trends in the development of agricultural production in Russia. An assessment of the level of self-sufficiency in the main types of food products in Russia was carried out. Based on the generalization of the results, directions for the development of agricultural production in Russia in the interests of ensuring food security were identified.

Keywords: food security, ensuring food security, agriculture, crop products, livestock products, food imports.

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Evolution of consumer cooperation stability in the services market of the Russian Federation. P. 208-223.

Abstract. Sustainability is the root cause that is capable of changing and developing by increasing its economic efficiency. With all the diversity of scientific works on the sustainability of economic entities in various industry and multi-industry complexes, the issues

of the evolution of sustainability of consumer cooperation have not been disclosed by scientists in a single understanding. The purpose of the article is to study the evolution of sustainability of consumer cooperation in the services market of the Russian Federation. The article presents the author's approach characterizing the main stages of the evolution of sustainability of business entities based on the paradigm of development of economic theories. The features of the development of the concept of sustainable development in three planes are highlighted: scientific, political, practical. The main provisions of the evolution of sustainability within the theory of economic growth and development, depending on the explanation of their basis and time of appearance, are the following: industrial concept, convergence theory, post-industrial theory, resource concept. The author also considered and summarized the issues of classification of development sustainability, which is logical due to its content as a dynamic process according to the criterion of "the level of adoption of the concept of sustainable development".

Keywords: services market, sustainability, sustainable development, sustainability concept, consumer cooperation.