

## **Economics and Management in Branches and Spheres of Activity**

***Isaenko E.V.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor, Rector, Professor of the Chair of Economics

***Tarasova E.E.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor, First Vice-Rector for Research, Professor of the Chair of Hotel and Tourism Service, Commerce and Advertising

***Gomonko E.A.***

Peoples' Friendship University of Russia, Candidate in Economics, Associate Professor, Associate Professor of the Chair of Finance and Credit

### **Experience of agricultural cooperation development of individual BRICS member countries: South Africa, Ethiopia, Egypt. P. 9-20.**

**Abstract.** This article is a logical continuation of the series of articles devoted to the historical aspects and experience of developing agricultural cooperation in the BRICS member countries. The purpose of the study is to identify successful practices in the development of agricultural cooperation in the BRICS member countries, which will create a basis for building mutually beneficial cooperation in the development of agricultural cooperation between the member countries of the association. The objectives of the study are to study the history of the formation and development of agricultural cooperatives, review the state policy of individual BRICS member countries aimed at supporting agricultural cooperatives, analyze cooperative inclusion and commitment of cooperatives to the cooperative values and principles formulated by the International Cooperative Alliance. The methodology of the study includes the analysis of reporting and statistical information from international organizations, publications of Russian and foreign authors, the results of international conferences and scientific research on the problems of developing agricultural cooperation in different countries of the world. South Africa and Ethiopia, recognizing the existence of certain problems in the development of agricultural cooperation, show the world community that agricultural cooperatives play an important role in the rural economy, providing employment and income for the rural population. However, the poorest of the poor rural communities remain, as before, not involved in the cooperative system. In Egypt, despite a significant geographical coverage and a broad membership base, the erroneous actions of the government led to the fact that agricultural cooperation is considered by small agricultural producers as the most ineffective form of doing business. As a result of strong government intervention, the cooperative movement in Egypt has completely lost its autonomy and trust among the rural population. The authors conclude that state policy has a great importance for the formation and development of agricultural cooperation in the BRICS member countries, priority within which can be given to stimulating or controlling (supervisory) functions.

**Keywords:** cooperative movement, BRICS, International Cooperative Alliance, agricultural cooperatives, rural population, rural economy, South Africa, Ethiopia, Egypt.

***Klimenko O.I.***

Belgorod University of Cooperation, Economics and Law, Head of the Distance Learning Center, Doctor of Economics, Professor, Chair of Economics

***Kravchenko A.V.***

Belgorod University of Cooperation Economics and Law, Postgraduate Student, Chair of Economics

**Updating the conditions of scaling management business processes in economic practice. P. 21-30.**

**Abstract.** Structuring a business in the format of interconnected processes creates undeniable advantages for managing economic entities organized on the basis of a process approach. The theoretical provisions of the process approach to business management have generally been formed, but in practice it has not received large-scale distribution. The purpose of this study was to identify and substantiate objective conditions that provide an opportunity to scale up the applied implementation of the process approach in relation to management business processes. The study was based on the methodology of the process approach to business management of economic entities, proven technologies for modeling and optimizing business processes, business process management models, principles of the inseparability of goal setting and goal achievement, causal conditioning of the content and direction of management impact on business processes. The study used the methods of setting a goal and detailing the tasks that ensure its solution; reasoned justification of the developed provisions; contextual analysis of the phenomenon under study; review of existing software and tool support for the transfer of theoretical knowledge to the sphere of its applied use. Based on the results of the study, objective conditions for scaling management business processes in economic practice were identified and substantiated, formed in the following composition: the complexity of management tasks solved through the transition of economic entities to process-based business management; the certainty of prerequisites that actualize the need to identify management business processes as an independent category of process management objects; provision of software tools for automated development and implementation of management business processes.

**Keywords:** process approach to business management, management business processes, conditions for scaling management business processes in economic practice.

***Meshechkina R.P.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor, Dean of the Faculty of Customs and Information Technology, Professor of the Chair of Customs Operations and Customs Control

***Ustinova E.M.***

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Dean of the Faculty of Economics and Management, Associate Professor of the Chair of Accounting, Analysis and Statistics

***Naumov A.A.***

Belgorod Transport and Logistics Company, Logistics Manager

**Statistical assessment of foreign trade of Russia and its development prospects based on cooperation with the BRICS countries. P. 31-41.**

**Abstract.** Statistical assessment of the state of foreign trade of the Russian Federation is not only updated taking into account changes in the global geopolitical context, but also reveals the main factor in increasing Russia's economic stability in the modern world - the reorientation of the domestic economy to partners from the BRICS countries. The methodological basis of this study was theoretical and empirical approaches, which made it possible to objectively assess changes in the volumes of Russian exports, imports, trade balance and their ratio. An assessment of the ratio of foreign trade turnover of the BRICS countries and non-CIS countries, the commodity structure of export-import operations and the current trade balance showed that exports to Russia significantly exceed imports, the main trading partners of our country, despite Western sanctions, remain non-CIS countries, while the share of the CIS countries in export and import operations tends to decrease, and partnership relations with the BRICS countries, on the contrary, are increasing. The authors note that economic sanctions and international pressure have a significant impact on the development of Russia's foreign trade, but at the same time, strengthening cooperation with China, India, African and Southeast Asian countries has recently become one of the main factors determining the volume of Russia's foreign trade. The article puts forward a hypothesis about the significant impact of sanctions pressure and trade restrictions on the dynamics and geographical structure of Russia's foreign trade turnover, and the prospects for developing such cooperation are substantiated by analyzing commodity flows with new partners from the BRICS countries. Against the background of these changes, the BRICS countries are becoming a key direction in foreign trade, which opens up new strategic prospects for developing partnerships, despite the challenges of the current economic situation. Therefore, the need for further study of the factors influencing the development of Russia's foreign trade and the search for effective solutions to improve its sustainability remains a priority.

**Keywords:** statistical assessment, foreign trade, import, export, foreign countries, BRICS countries, commodity and geographical structure.

***Rozdolskaya I.V.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor, Head of the Chair of Marketing and Management

***Ledovskaya M.E.***

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor of the Chair of Marketing and Management

***Dyachkov E.A.***

Belgorod University of Cooperation, Economics and Law, Postgraduate Student of the Chair of Marketing and Management

**Identifying the signs of a new management reality to ensure the sustainability and versatility of management in modern companies. P. 42-56.**

**Abstract.** The speed and scale of changes occurring in modern society and economy focus on the demand for relevant and significant areas of management in professional activities. The purpose of the work is to identify the signs of a new management reality at the

stage of ongoing changes and to determine promising areas of management development. With regard to the issues under consideration, a set of existing basic research methods was effectively used, including the methodology of system and comparative analysis, content analysis of scientific publications, available management cases of modern companies, information on the main signs of the new management reality in modern companies was summarized. As a result of the study, the existence of a fairly large species diversity of management was proven, which, however, to date does not have an established order and cannot be limited. The signs of a new stage of management are systematized. The opinion is expressed that the problems of management theory and practice continue to be leading in the realities of the new time. An overview and theoretical aspect of the study of new types of management is presented. Attention is drawn to the emergence of new directions, approaches, technologies to management. A consistently high scientific interest in the study of management problems is noted. The necessity of developing a new management theory adequate to modern realities is substantiated.

**Keywords:** conceptual management, value-oriented management, global management, system-transforming management of organizations, proactive management, HR management, coaching management style, supportive leadership, infocom management, mind management, creative management, intellectual assets management, analytical management, virtual management, organizational management, performance management, self-management, learning flexibility, sustainability management, sustainable integration interaction management, regular management, structured management, structural positioning of problem management, transformative management capabilities.

*Snitko L.T.*

Belgorod University of Cooperation, Economics and Law, PhD in Economics, Professor, Chair of Economics

*Polyansky A.A.*

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Economics

**Human capital in the system of intellectual potential of the region: problems of development, scientific and methodological basis of assessment. P. 57-69.**

**Abstract.** In the conditions of limited material resources and competition for their use, the studies of intellectual resources, intellectual potential and human capital as an integral element are updated from the point of view of the impact on the economy as a whole and on its individual structural components. The purpose of the article is to study the problems of human capital development as a basis for the formation of the intellectual potential of the region and the substantiation of scientific and methodological approaches to its assessment. The following research methods were used: scientific abstraction, induction and deduction, analysis and synthesis, historical, logical, the method of theoretical generalization and comparison, the method of analysis and synthesis, comparative characteristics, the method of expert assessments. The article considers the essence of the intellectual potential of the region and human capital as an element of its hierarchical structure; an interpretation of the intellectual

potential of the region is given. The indicators of the global dynamics of human capital are given: the human capital index (HCI) and the global human development index of the UN (HDI). The conditions for the transition of human capital to the main source of value of the company are determined. The existing classification of human capital types has been expanded by supplementing it with components at the meso level (human capital of an industry/region). Four main elements have been identified in the human capital structure: knowledge and productive capabilities, health, motivation, mobility, and their interpretation has been given. In order to manage the development of human capital, it is necessary to create a theoretically sound and practically suitable system of measures for these purposes. For this purpose, a methodological approach to the quantitative measurement of the market value of an enterprise's human capital has been substantiated, based on the assessment of the added value created by human capital; an algorithm for determining the market value of an enterprise's human capital has been constructed. A balanced system for assessing human capital has been proposed, including a criterion (market value of an enterprise's human capital), a generalizing indicator (taxonomic coefficient of the level of development and use of human capital), and a system of private monetary and non-monetary indicators.

**Keywords:** intellectual potential, intellectual capital, human capital, structure of human capital, indicators, quantitative measurement, market value of human capital.

***Tarasova T.F.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor.  
Chair of Economics

***Igolkina T.N.***

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Economics

***Al-Abboudi Mohaimin Nadhir Jasim***

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Economics

**Economic potential of the enterprise as the basis for ensuring its viability and competitiveness in the market. P. 70-78.**

**Abstract.** The enterprise is a complex socio-economic system, within which the issues of evaluation and research of the theoretical and practical foundations of the formation and effective use of economic potential become particularly relevant. The purpose of the study: to study the existing points of view and theoretical approaches to the interpretation of the essence of the economic potential of an economic entity, to identify its structural elements. Also, within the framework of this study, the aim is to prove that the main task in carrying out financial and economic activities in order to ensure viability and competitiveness is the effective use of the economic potential of the enterprise.

Research methods: when writing the article, such theoretical methods as synthesis, abstraction, analogy, modeling, formalization, concretization, etc. were used, among practical methods, comparison, observation, description, induction, deduction, generalization and other methods of cognition should be highlighted. Results: various approaches to the interpretation of

the concept of "economic potential" are highlighted, the components of economic potential are highlighted, the main characteristics of the economic potential of the organization are given, the role of the economic potential of the organization in economic activity is revealed in order to ensure its viability and competitiveness in the market.

**Conclusions:** economic potential plays a special role in the activities of any organization, regardless of the forms of ownership, industry specifics, scope of activity, organizational and legal form, and other factors, since the volume and quality results of economic activity depend on the effectiveness of using the economic potential of a business entity, and therefore it becomes especially relevant to conduct ongoing monitoring of the company's activities timely analyze the effectiveness of the use of available resources, determine the internal capabilities of the enterprise and its weaknesses, identify hidden reserves, evaluate the implementation of the effectiveness of management decisions. It is impossible to achieve the set strategic goals for the development of the enterprise without managing the economic potential. The relevance of the problem under consideration is also due to the fact that at the moment there are no effective tools for assessing economic potential, methodological support for analytical studies of the effectiveness of using the potential of enterprises of a cooperative form of ownership is poorly developed.

**Keywords:** potential, economic potential, subpotential, process of managing economic potential, composition, structural components of the economic potential of an enterprise, approaches to determining economic potential.

*Simdiankin A.A.*

Russian University of Sport (RUS «GTSOLIFK») (Moscow), Dr. of Tech.Sc., Professor, Chair of Biomechanics and Applied Science

**Interpretation of the "cluster" concept to the tourism industry. P. 79-91.**

**Abstract.** The article provides an overview of the originally formulated "cluster" concept as well as its change over time when there was an accumulation of new data, a reassessment of events and phenomena. The author proposes to extend the interpretation of this concept based on the analysis of the terms included in the cluster definition and includes the effect of the interaction of organizations within it. Besides, it was noted that critical mass of organizations, their competencies and cooperating resources have not yet been included in definition of cluster. The peculiarities of applying the concept to tourist clusters are shown taking into account the uniqueness of attractions, remoteness from developed infrastructure, research organizations and educational institutions.

**Keywords:** destination, cluster, clusterization, tourism.

***Bezuglova Yu.V.***

Belgorod University of Cooperation, Economics and Law, Candidate of Economics, Associate Professor, Chair of Economics

***Igolkina T.N.***

Belgorod University of Cooperation, Economics and Law, Candidate of Economics, Associate Professor, Chair of Economics

***Chuyev M.Yu.***

Belgorod University of Cooperation, Economics and Law, Postgraduate Student

**Presentation of a business entity economic security factors formation based on a systematic approach. P. 92-100.**

**Abstract.** Economic security is formed under the influence of many factors, which requires their consideration, assessment and interpretation of possible consequences for enterprises. The purpose of the study is to systematize the factors of formation of economic security of a business entity based on the definition of their essential characteristics and segregation by key classification criteria. The research methods used in this article are presented by generally accepted methods of scientific cognition: synthesis, generalization, classification, systematization. The article argues for the essence of factors as a category that determines the vector of dynamics of the state of economic security of an enterprise, substantiates the signs of their classification, and provides an argument for the need to represent the factors of economic security formation based on a systematic approach. The main result of the work was the construction of a system of factors for the formation of economic security of the enterprise, the application of which in the applied aspect will strengthen the analytical base of the research conducted to develop adequate management decisions.

**Keywords:** economic security of the enterprise, factors of formation, determinants, threats, systematization.

***Pchelintseva S.A.***

Moscow Financial and Industrial University "Synergy", Candidate in Economics, Associate Professor, Associate Professor, Chair of Accounting and Taxation

**Peculiarities of the organization's accounting policy formation in conditions of economic instability and sanctions restrictions. P. 101-113.**

**Abstract.** The article examines the specifics of the formation of accounting policies of Russian organizations in conditions of economic instability and unprecedented sanctions pressure. The necessity of a comprehensive adaptation of the accounting methodology to new economic realities in order to ensure the reliability and relevance of the generated financial information is substantiated. Based on the analysis of statistical data, the key exogenous factors determining the transformation of accounting processes are identified - volatility of exchange rates, inflationary dynamics, risks of blocking assets and violations of contractual obligations. The author's model of accounting policy is proposed, which provides for the introduction of special mechanisms for reserving and devaluing assets, the use of probabilistic estimates in recognizing income and expenses, and the integration of the accounting function with the company's risk management system. The expediency of the transition to the

understanding of accounting policy as a dynamic tool of information support for anti-crisis management decisions is substantiated. Arguments are presented in favor of increasing the flexibility of accounting methodology, strengthening the role of professional judgment in risk assessment and justification of predictive indicators. The directions of further research related to the operationalization of conceptual solutions, the development of detailed methodological recommendations, and the accumulation of empirical evidence of the effectiveness of the proposed innovations are outlined.

**Keywords:** accounting policy, economic instability, sanctions restrictions, methodology adaptation, redundancy, asset impairment, risk-based approach.

***Nemykin D.N.***

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

***Skripchenko T.L.***

Belgorod University of Cooperation, Economics and Law, Candidate in Economics, Associate Professor, Chair of Marketing and Management

***Eskov O.E.***

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Marketing and Management

**System analysis of project management tools in a company. P. 114-125.**

**Abstract.** The relevance of the stated issues is due to the need for effective project management in the context of the rapid development of the modern business environment. Successful implementation of projects aimed at improving business processes, innovation and increasing competitiveness becomes a crucial factor for achieving strategic goals and sustainable growth of the company. In the context of constant changes in the market and technological transformations, the role of a systematic approach to the selection and application of project management tools is of particular importance. The effective use of modern project management tools allows organizations to increase productivity, accelerate adaptation processes and minimize the risks associated with project activities. The purpose of the article is to study project management tools based on system analysis aimed at improving team efficiency, optimizing processes and improving project execution control. The research applied methods of scientific cognition, comparative and systematic analysis, induction and deduction, which made it possible to identify key success factors in the implementation of project management tools in the company. The analysis of various types of tools used in project management, including planning, monitoring, reporting systems, as well as platforms for team and risk management, is carried out. Approaches to the selection and implementation of tools are systematized, emphasis is placed on the use of digital technologies and flexible project management methodologies. The key components of the project management system, such as integrated platforms, analytics, training and staff development, are considered. The article substantiates the need for an integrated approach to the integration of project management tools within the company, as well as examines the main trends in project management and the advantages and disadvantages of various tools in practice.



**Keywords:** system analysis, project management tools, project management, digital technologies, agile methodologies, project platforms, analytics and reporting, risk management, tool integration, project management efficiency, team collaboration, digitalisation of business, project methodology, corporate management, tool implementation, productivity improvement, team management, business processes, adaptation to change, innovations in project management.

**Bozhuk S.G.**

Peter the Great St. Petersburg Polytechnic University, Doctor of Economics, Professor, Professor of Graduate School of Service and Trade, Institute of Industrial Management, Economics and Trade

**Pletneva N.A.**

Peter the Great St. Petersburg Polytechnic University, Candidate in Economics, Associate Professor, Associate Professor of Graduate School of Service and Trade, Institute of Industrial Management, Economics and Trade

**Kolotvina E.N.**

Siberian Federal University, Candidate in Economics, Associate Professor, Associate Professor of the Higher School of Restaurant Management, Institute of Gastronomy

**Problems of chat bots role assessing in forming consumer loyalty. P. 126-137.**

**Abstract.** The purpose of this paper is to systematize approaches to analyzing consumer loyalty and determine the possibility of a chat bot to be the cause of loyalty formation under certain conditions. Loyalty is a variable that comprehensively characterizes several components of consumer behavior towards a brand, includes brand preference at the emotional level and the preferential choice of this brand when purchasing. Prerequisites for loyalty formation are trust in the brand, which can be a consequence of a positive customer experience and satisfaction, as well as the presence of emotional connections and a positive image. Willingness to recommend and the NPS indicator have the right to be used in assessing loyalty for brands of far from all categories and only as an element in a set of indicators. Chat bots themselves do not increase consumer loyalty, but they can contribute to both an increase in the frequency of purchases and the formation of a positive customer experience and increased consumer satisfaction. To improve customer experience, it is proposed to take into account the characteristics of the channel and typical dialogues in this channel, as well as consumer characteristics. It is also important to separate dialogic text communications using chatbots depending on the initiator and goals of communication.

**Keywords:** consumer behavior, chat bot, consumer loyalty, consumer satisfaction.

**Suvorova T.V.**

Moscow Financial and Industrial University "Synergy", Candidate in Pedagogy, Associate Professor, Chair of Economic Theory and Behavioral Economics

**Zelenchuk P.A.**

Moscow Financial and Industrial University "Synergy", Postgraduate Student

**Value-oriented organizational culture: problems of implementation in cross-national companies. P. 138-146.**

**Abstract.** In modern economic conditions, companies are shifting their focus to the customer. Accordingly, the organizational culture requires transformation to meet the consumer requirements of customers. However, the approach of developing external customer orientation is one-sided. It is necessary to create comfortable conditions for employees, to work on increasing internal satisfaction and loyalty, as employees are the "priests" of the company, broadcasting the company's values and enhancing the company's image. The purpose of this work was to reveal the essence of a value-oriented organizational culture and summarize the problems of implementation in a cross-national company. The paper uses methods of analyzing scientific sources and summarizing the experience of cross-national companies. The authors come to the main conclusion that when implementing a value-oriented corporate culture aimed primarily at trusting relationships with company employees, it is necessary to use Edgar Shein's model of organizational cultures as a base, as well as the turquoise type model of building organizational management. The authors recommend taking into account possible cross-cultural problems that can be encountered in practice: different management cultures, low degree of autonomy and personal responsibility of employees, low degree of employee trust, problems with time management of employees, the problem of lack of talented and competent employees. The novelty of the research lies in the development of a value-based model of organizational culture adaptive to the requirements of employees in the context of globalization and customer-centricity.

**Keywords:** value, organizational culture, internal customer focus, turquoise company, cross-national teams, implementation problems.

*Demura N.A.*

Belgorod V.G. Shukhov State Technological University, Senior Lecturer, Chair of Economics and Production Organization

**Innovation, digital transformation and economic development: key categories, research approaches, interconnections and interdependence. P. 147-155.**

**Abstract.** In the current conditions of rapid changes in the external environment, entailing internal transformations of complex economic systems, the issues of identifying the degree of influence of factors and assessing the level of economic development seem relevant. With all the variety of terms and concepts in modern research in the field of innovation, digital transformation and economic development, an urgent need is to clarify their relationship and study approaches to the subsequent assessment of economic development. Digital transformation of the economy combines innovative approaches, technologies and is aimed at increasing efficiency and ensuring economic development. Innovations are the defining basis for digital transformation - the foundation on which it is built and operates. The purpose of the study was to study the main categories: innovation, digital transformation, economic development, their interrelations, interdependencies and systematization of approaches to the study and analysis of economic development. The methodological base was made up of such methods as: analysis, synthesis, generalization, systematization, classification and description. In the work, based on the analysis of literary sources, the concept of development, its individual aspects were considered: innovative, industrial, social, economic. The leading role of innovations in economic development and digital transformation is emphasized. The

author's vision of the categories of industrial development, economic development, digital transformation, and digital maturity is given. The relationship between individual aspects of economic development and the interdependence on innovations and digital transformation based on them are determined. Approaches to the study of economic development are systematized. The significant contribution of digital transformation to ensuring economic development is indicated.

**Keywords:** development, economic development, industrial development, innovative development, digital transformation, digital maturity, innovation.

*Teplov I.O.*

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Economics

**Problem-methodological context of measuring the sustainability of regional economic systems development. P. 156-167.**

**Abstract.** Measuring the sustainability of economic systems at all levels of their hierarchy is a new, promising area of applied economic research. The purpose of this work was to identify and substantiate the methodological problems inherent in the process of measuring the sustainability of regional economic systems, the existence of which complicates obtaining reliable results of its assessment. The study was based on the concept of sustainable development, the provisions of the problem-oriented approach to understanding the essence, content and technique of the assessment process, and the methodology of conducting cause-and-effect analysis. To identify and substantiate the problems of measuring the sustainability of regional economic systems, the work used the methods of literature review; morphological (in terms of problems associated with the terminology) and contextual (in terms of problems associated with substantive differences in methods and methodological approaches) analysis; regionalization and clustering of the economy. The main reason for the complexity of measuring sustainability is substantiated, which lies in the incomplete harmonization of the terminology used in domestic and foreign practice for analyzing sustainable development. The following methodological problems of measuring sustainable development are disclosed and substantiated: terminological discrepancies in the interpretation of concepts reflecting the nature and type of development of the economic system; incomplete compliance of the National Set of Sustainable Development Indicators with the Global System of SDG Indicators; varying degrees of information content of sustainable development indicators in terms of its goals and levels of economic systems; the simultaneous existence of many alternative methods and methodological approaches developed by researchers primarily to change the sustainable development of the economic system, but not the sustainability of its development; limited application of the cluster approach to solving the problem of measuring the sustainability of development of regional economic systems.

**Keywords:** regional economic systems, sustainable development, sustainability of development, measurement of sustainability, methodological problems of measuring sustainability of development.

## Marketing, Commerce and Logistics

***Tarasova E.E.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor, First Vice-Rector for Research, Professor of the Chair of Hotel and Tourism Services, Commerce and Advertising

***Matuzenko E.V.***

Belgorod University of Cooperation, Economics and Law, Doctor of Economics, Professor of the Chair of Hotel and Tourism Services, Commerce and Advertising

***Glazunova O.A.***

Belgorod University of Cooperation, Economics and Law, Candidate of Economics, Associate Professor of the Chair of Hotel and Tourism Services, Commerce and Advertising

### **Internet trade in Russia: functioning features and development trends. P. 168-180.**

**Abstract.** The purpose of the article is to study online trade in Russia, as well as to identify trends in its development for the future.

During the study, general scientific and economic-statistical methods of data processing were used, including grouping, comparison, index method, systems approach and comparative analysis, the use of which made it possible to determine the features of the functioning of online trade and highlight the directions of its development.

The article analyzes the main indicators of online trade over the past three years: the number of orders, the volume of online sales, their share in different categories of the online market: large universal marketplaces, specialized online stores and specialized food delivery services, as well as online stores specializing in the sale of medicines.

Thus, based on the conducted study, it can be concluded that the competition for consumers in online trade has intensified. Companies that have the best communications with consumers, implementing various popular trends, will be the most competitive. Based on the conducted analysis, trends in the development of online trade were identified, the consideration of which will ensure the effective functioning of companies, including omnichannel, the transformation of offline points into order pick-up points, the growth of mobile commerce, the development of retail media, the use of artificial intelligence, new payment methods, the use of video content, personalization of the shopping experience, environmental friendliness, the development of social commerce and shopping communities, etc.

**Keywords:** e-commerce, online sales, online orders, marketplaces, logistics companies, eGrocery, ePharma.

***Shchetinina E.D.***

Belgorod V.G. Shukhov State Technological University, Doctor of Economics, Professor, Head of the Chair of Marketing

***Bozhkov Yu.N.***

Belgorod V.G. Shukhov State Technological University, Candidate of Economics, Associate Professor, Associate Professor of the Chair of World Economy and Financial Management

***Dobkin S.G.***

Belgorod V.G. Shukhov State Technological University, Postgraduate Student

**Marketing ethics as a source of competitive advantages of an industrial enterprise.  
P.181-191.**

**Abstract.** The article is devoted to the consideration of individual aspects of the process of managing the competitiveness of a modern enterprise as a basis for forming its competitive advantages. The purpose of this study was to substantiate the fact that the new economic environment requires other sources of competitive advantages of an industrial enterprise, related not only to material assets, price and properties of products, but also to issues of business ethics and relations in the process of production, sales and promotion, consumption and service. In the course of this study, both general scientific and specific methods were used, including a survey, archival and system analysis, the method of expert assessments, statistical processing of information and thematic research, as well as instrumental methods that help researchers collect full-text resources and carry out scientific research work. Based on the concept of socially ethical marketing and with the help of such tools as design thinking, it was established that the top management of an enterprise can choose and develop a format of business relations that takes into account the degree of ethics and compliance with the ethical business code, corporate rules and regulations, harmonizing processes and thereby contributing to their effectiveness. In the course of the study, the authors proposed a classification of sources of competitive advantages, including ethics in the process of production, distribution and consumption of products. A hypothesis was put forward that the higher the level of business ethics at an enterprise, the more stable its competitiveness and market share. A methodology for assessing corporate marketing ethics affecting the competitive advantages of an industrial enterprise based on expert assessments was proposed. In accordance with the proposed methodology, an assessment of two competing enterprises was conducted, and some methods for increasing the level of ethics in modern business relations were recommended.

**Keywords:** enterprise, competitive advantages, business relations, marketing ethics, level of business ethics.

***Mustakaeva E.A.***

Admiral Makarov State University of Maritime and Inland Shipping (St. Petersburg), Candidate in Economics, Associate Professor, Chair of the Mathematical Modeling and Applied Computer Science

***Kochin A.A.***

Admiral Makarov State University of Maritime and Inland Shipping (St. Petersburg), PhD in Pedagogy, Professor, Director of the «International Transport Management» Institute

***Denisova A.A.***

Admiral Makarov State University of Maritime and Inland Shipping (St. Petersburg), Candidate in Physics and Mathematics, Associate Professor, Chair of the Applied Mathematics

**Integration of tools for assessing student loyalty and satisfaction with the educational process into the marketing information system of an educational organization.  
P. 192-204.**

**Abstract.** Modern educational organizations (EO) are faced with the need to apply marketing technologies to adapt to changing conditions and strengthen competitiveness in the educational services market. The purpose of this study is to develop and integrate tools for

assessing student satisfaction and loyalty into the marketing information system (MIS) of the EO. The proposed tools are aimed at improving the management of the educational process (EP), strengthening the reputation of the EO and increasing the effectiveness of admission campaigns. The research methodology is based on an interdisciplinary approach combining marketing, statistics and educational psychology. The main focus is on the application of statistical methods, including surveys, correlation and regression analysis, content feedback analysis and Pareto diagrams. These methods allow us to identify key factors of student satisfaction and loyalty, as well as to determine the significance of the current contact with the EO. The article emphasizes the role of teachers as the main point of contact of students with EO and their influence on the formation of a positive learning experience. The importance of detailed feedback monitoring for the sustainable functioning of the EO and increasing its competitiveness is proved. The necessity of a regular analysis of the satisfaction of students in each discipline is considered, which contributes to the timely identification of problems and improvement of the quality of educational services. The results of the study confirm the need to integrate survey data into the MIS for centralized storage and processing of information. This approach allows the EO to quickly adapt to changes in the external environment, make informed management decisions and effectively use promotion tools such as performance advertising and recommendations.

**Keywords:** satisfaction with the educational process, marketing tools, marketing information system, student loyalty, statistical observation, educational organization, correlation analysis, feedback, Pareto diagram.

*Komarnitskaya E.V.*

Donetsk State University, Candidate of Economics, Associate Professor, Associate Professor of the Chair of Management

**Modern marketing trends in retail: category marketing. P. 205-212.**

**Abstract.** The article is devoted to the study of category marketing as a modern and effective marketing tool in retail trade, which allows retail enterprises to occupy stable competitive positions and create a unique sales offer. The purpose of the study is to study theoretical approaches to category marketing, identify its components and key areas for practical implementation in the activities of retail trade organizations in the context of changes. To achieve this goal, the author used methods of general scientific cognition, including a systematic approach, methods of analysis and synthesis, theoretical methods of generalization and comparison. In this paper, the author proposes three main components of marketing categories, among which we highlight the following: customer relationship management (customer relationship management); brand portfolio; marketing initiatives. The article considered the main directions related to the development of category marketing in the context of the digital transformation of the economy, as well as taking into account sanctions restrictions. Understanding the values and needs of consumers is of the greatest importance in the modern concept of marketing. The conducted research allowed us to establish that the formation of a brand portfolio is aimed at solving not only the strategic tasks of the organization, but also the formation of a loyal consumer attitude. Within the framework of marketing initiatives, the essence of categorical merchandising has been studied and

characterized. According to the results of the study, it was determined that the task of categorical merchandising is to timely analyze consumer preferences, which allows you to implement timely management decisions and correct the situation in accordance with established requirements and ongoing changes.

**Keywords:** brand, marketing, category marketing, marketing strategies, category merchandising, trade.

*Suvorova T.V.*

Moscow Financial and Industrial University "Synergy", Candidate in Pedagogy, Associate Professor, Chair of Economic Theory and Behavioral Economics

*Baranov I.S.*

LLC "Production Company "Akulchev" Elabuga, Director of Export Sales, Republic of Tatarstan

**Marketing strategy for the export of Russian food products abroad: analysis of national characteristics, consumer preferences and market specifics. P. 213-221.**

**Abstract.** In the context of sanctions pressure and difficulties associated with the entry of Russian companies with their products into the markets of the West and Europe, the strategy of entering the markets of the East, including the Arab world, India, and China, is relevant. The article analyzes in detail the exit strategy with the export of Russian consumer goods to India and Saudi Arabia as the most attractive markets for the operating manufacturing company. When developing a marketing strategy for entering these countries, companies face a number of difficulties from the point of view of cross-cultural marketing, since these regions are new, insufficiently studied and at the same time very attractive. The purpose of this article is to analyze the innovative cases of a Russian manufacturing company entering India and the Arab world, taking into account the analysis of national characteristics, consumer preferences of buyers, and legislative features. The methods of analysis and synthesis, comparison and generalization are used in the work. The authors come to the main conclusion that an export marketing strategy should take into account not only well-known factors of the external and internal environment, the overall rating of a country in the world, the level of GDP, but also trends and volumes of consumption in a particular country, seasonality and cyclical demand, strict entry registration barriers and duties. The possibility of using the experience of the Russian company for other enterprises expanding their regions of presence in foreign markets and developing a marketing strategy for adaptation has been discovered.

**Keywords:** marketing strategy, cross-cultural marketing, export, India, meat products, national characteristics, consumer preferences, market specifics, Saudi Arabia, flour confectionery.

*Izvarin A.A.*

Belgorod University of Cooperation, Economics and Law, Postgraduate Student, Chair of Economics

*Aminova F.I.*

St. Petersburg State Marine Technical University, Candidate in Economics, Associate Professor, Chair of Economics of the Shipbuilding Industry

**Towards determining the prospects for the development of electronic trade in the sphere of interaction of its subjects with the target audience: current problems and solutions. P. 222-230.**

**Abstract.** Electronic market, formed under the influence of digitalization of the economy, is characterized by a developed digital infrastructure and a high level of competition between trading entities operating on online e-commerce platforms. Along with its obvious advantages for the parties to a trade transaction, certain problems in the sphere of interaction between trading entities and the target audience are also obvious. This publication aims to form the author's vision of current problems characteristic of the interaction of e-commerce entities with the target audience, with argumentation of alternative solutions to problems that are promising for the development of e-commerce in this subject area. The formation of the methodological basis of the study is based on the provisions of the relational and customer-oriented approaches, the concept of digital marketing in terms of understanding the specifics of interaction with the target audience inherent in e-commerce. The basic methods for the study are defined as methods of accounting and analysis of digital marketing reality; identification of problems in the sphere of interaction between e-commerce entities and the target audience; determination of alternative solutions to problems and their argumentation. The compositions of the advantages of digital interaction of e-commerce with the target audience for trading entities and their clients are formed. The key problems of interaction between e-commerce entities and the target audience are identified and substantiated, due to the specifics of its organization in the digital market environment (lack of sensory access to the product, organization of direct and reverse logistics). Possible solutions to the problems of interaction between e-commerce entities and the target audience are proposed, ensuring an increase in the volume of trade transactions and customer loyalty to the electronic platform for purchasing goods.

**Keywords:** digital market, e-commerce, target audience, online trading platforms, interaction of trading entities with target clients.

*Isaenko V.A.*

Belgorod University of Cooperation, Economics and Law, Scientific Degree Applicant

**Implementation of digital marketing imperatives in strategizing: components of the procedure and its instrumental support. P. 231-240.**

**Abstract.** In the hierarchical system of strategizing, digital marketing strategies belong to the category of functional strategies, characterized by multiplicity and diversity, objectively determined by the functionality of digital marketing. This thoroughly results in the variability of the presentation of the strategizing procedure, requires the establishment of imperatives adequate to the specifics of digital marketing. The purpose of this study is to identify the imperatives of digital marketing necessary for the strategizing procedure, with the development of its algorithm and the formation of instrumental support. The study was based on the methodological provisions of digital marketing, a strategic approach to solving the problem, general scientific principles of substantiating the essence of the problem and developing an alternative solution, consistency with previously completed studies in the selected subject area, the correctness of scientific debate, and the transfer of the provisions of



digital marketing theory to marketing practice. The study was carried out with the effective use of the methods of reviewing literary sources on the selected problem, generalizing and identifying substantive differences in the positions of researchers, the correctness of the presentation of the author's point of view, decomposing the studied procedure into its constituent actions and ensuring their compliance with the established imperatives, graphical and tabular visualization of the research results. The paper defines the imperatives of digital marketing that form a system of rules for implementing the strategizing procedure. Existing points of view on the composition of actions that reveal the strategizing procedure are studied. The author's version of the components of the strategizing procedure is proposed and tools for their implementation in the context of compliance with the imperatives of digital marketing are formed.

**Keywords:** digital marketing, digital marketing imperatives, digital marketing strategies, strategizing procedure, digital marketing tools.