

Economics and Management in Branches and Spheres of Activity

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Slash career study as a new type of professional development and the career trend of the future in the new skills economy. P. 9-22.

Abstract. In modern conditions, slash career is becoming an increasingly noticeable trend in the modern world and is gaining more and more popularity, as people want more flexibility and opportunities for self-realization. The purpose of the article is to update existing scientific ideas about the essence, direction, tools of slash career as a new type of professional activity development. The article is based on the logical and structural analysis of primarily theoretical and empirical data, which are presented in the public domain. The article provides a reasoned proof of the prospects of the slash career direction as a new type of professional activity development. Various types of professional career are designated, including slash career. The essential content and main prerequisites of slash career (polygamous career) are defined. Attention is focused on multipotentiality, which acts as a prerequisite for building a slash career. The advantages and disadvantages of slash career are systematized. Freelancing is considered as an alternative to traditional employment, a solution to the main problem of the labor market and one of the prerequisites for a slash career. It is revealed that a slash career makes a job seeker more attractive to the project team. It is shown that a slash career, like a career in general, needs to be managed. Key metacompetencies inherent in specialists in whom employers are interested and for whom huge prospects for professional development are opened are grouped.

Keywords: slash career, types of professional career, freelancing, multipotentiality, meta-skills, gig economy.

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Service sphere in the conditions of unstable economy: trends, drivers and development prospects. P. 23-33.

Abstract. The work analyzes the state, tendencies and trends of development of the service sphere in the Russian Federation. The purpose of the work should be considered an assessment of the development of the service sphere in Russia and an analysis of the prospects for its development. The authors of the work solved the following tasks: the structure of the economic sector was studied, the dynamics of development of the service sphere were analyzed, the factors influencing the development of service in our country were reflected and its role in the sustainable development of the territory was revealed. The work involves methods of system analysis, sociological analysis, comparison, description, methods of classification and specification, as well as graphical and logical methods. The study revealed tendencies and trends in the development of services, which were mainly influenced by the epidemiological and geopolitical situation in our country and the world, which led to a significant reduction in service organizations, except for those operating in the healthcare sector. In all types of services, the wages of employees increased, which was affected by the increased workload due to staff reductions. The business activity of service organizations is characterized by a particularly negative attitude, which indicates the weak financial stability of the organizations themselves, insufficient supportive government policy and global uncertainty for the near future. The conclusions of the work should indicate the prospects of the service sector as an investment and financial attractiveness that contributes to the sustainable development of the region and the country as a whole in the long term. In connection with the general uncertainty and instability, the state of our country should reduce the tax burden and soften the interest rate policy of lending to stimulate the effective operation of service enterprises.

Keywords: service, service sector, economic category, GDP, types of economic activity, quality of life index, economic entities, wages, structure of paid services, business activity, entrepreneurial activity, limiting factors.

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Improving state support for investments in the digitalization of the agro-industrial complex of the Novosibirsk region. P. 34-42

Abstract. Improving the system of state regulation of investment support in the agro-industrial complex of the Novosibirsk region requires a comprehensive approach, including optimization of administrative processes, state financial support, educational initiatives, active involvement of all interested parties in the implementation of investment projects in order to create a more attractive investment educational environment, as well as to promote the sustainable development of the entire agro-industrial complex of the region. The proposals developed in the article will not only attract additional investments but also create a competitive agricultural economy in the Novosibirsk region, which will be able to effectively respond to the challenges of our time. In order to increase the competitiveness and sustainable development of the region's agro-industrial complex, to improve the system of state support for

investments, the author has developed a step-by-step algorithm, the peculiarity of which lies in its flexibility and adaptability in relation to the characteristics of the region, its priority areas and with the possibility of replicating positive experience to other industries. In the context of facilitating the process of attracting investment resources to agricultural enterprises of the Novosibirsk Region, a step-by-step algorithm has been proposed for improving the system of state support for investments in the agro-industrial complex of the Novosibirsk Region, the peculiarity of which lies in its flexibility and adaptability in relation to the characteristics of the region, its priority areas and with the possibility of replicating positive experience in other sectors and subjects of the Russian Federation, and the systems of state support measures should be innovative in nature.

Keywords: regional economy, state support, investments, digitalization, agro-industrial complex.

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Digital transformation of service enterprises as a factor of increasing their economic stability. P. 43-55.

Abstract. The article is devoted to the study of the processes of digital transformation of service enterprises and their impact on the economic sustainability of enterprises in this sector. In modern conditions, digital transformation is considered as the process of introducing digital technologies and digitalization tools into the key business processes of enterprises and is a certain business strategy aimed at stimulating interaction with customers (clients). The article considers the main trends in the digital transformation of service enterprises, studies the dynamics of the use of digital technologies and software of these enterprises in Russia, and identifies the highest priority digital technologies in the service sector. The key aspects of Industry 5.0 in the service sector are also identified. The article highlights the factors of economic sustainability of the service sector, determines the directions of influence of digital transformation on the key aspects of economic sustainability of service enterprises. The purpose of the study is to determine the main trends in the digital transformation of service enterprises and study the impact of digital transformation on their economic sustainability. Research methods: generalization, analysis, synthesis, scientific measurement, deduction, induction, and others. Research results: expansion of the theoretical and practical foundations of the relationship between digital technologies and economic sustainability of service enterprises. It is concluded that currently service sector enterprises must independently choose a set of digital technologies and digitalization tools when implementing digital transformation, taking into account the positive aspects of their impact on economic sustainability and the existing risks from their implementation.

Keywords: economic sustainability, service sector, digital transformation, digital technologies, digitalization tools.

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Digital transformation of business processes of small service enterprises. P. 56-65.

Abstract. In the context of growing competition in the service sector, small businesses are faced with the need to optimize their business processes. This article considers the use of functional analysis of information systems for successful implementation in small businesses specializing in the provision of services. Particular attention is paid to CRM systems as a key tool for improving interaction with customers and increasing loyalty. The article analyzes the main functions of CRM necessary for automating sales, marketing and customer service processes. Recommendations for choosing a CRM system are presented, taking into account the specifics of small businesses and the features of the service sector. The stages of CRM implementation are considered, including analysis of the current state of the enterprise, system setup and personnel training. The purpose of this study is to conduct a functional analysis of information systems that ensure the digital transformation of business processes of small service businesses. The study used the methods of structural-functional, system and comparative analysis, induction, deduction, observation, classification and content analysis. The proposed approach allows small service businesses to improve their efficiency and strengthen their market positions by optimizing information management and improving customer service.

Keywords: CRM systems, automation, business process analytics, implementation of information systems, information systems, small businesses, service sector, digital transformation.

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Demonstration of sustainable leadership in the context of digital transformation: an analytical view and managerial focus. P. 66-80.

Abstract. In the modern world, one of the most important sources of management is leadership. Considering that at the stage of modern transformations, network interactions of people are actively developing, and therefore leaders will motivate, inspire and coordinate their followers within the network to solve common problems, the phenomenon of leadership will

remain significant in the digital world. The purpose of the study is to develop scientific and theoretical foundations and practical aspects for the application of sustainable leadership in the context of new realities and opportunities for management activities at the stage of digital transformations. To achieve the goal and objectives, relevant studies on the topic were analyzed, publications related to the issues of sustainable leadership, digital leadership in the context of intensified digital transformations were monitored. Using observation and the method of expert assessments, general development trends were identified. The authors drew attention to the key aspects of the influence of the digital economy on leadership management. A general concept of digital leadership has been formed, which is crucial for the survival and achievement of sustainable results of the company. A multi-level leadership system has been identified. The positive impact of sustainable leadership on employee trust in the company has been shown. Important areas of leadership that can be improved by using digital analytics are identified. Modern approaches to digital leadership were developed. The multidimensionality of sustainable leadership was demonstrated.

Keywords: leadership, sustainable leadership, digital leadership, transactional leadership, transformational leadership, sustainable development, trust, competent leadership, visionary leadership, systems thinking, ecosystem thinking, creative leadership, sustainable development management.

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Development of the accounting and taxation methodology of digital ruble transactions in Russian practice. P. 81-89.

Abstract. The article is devoted to the study of the methodological foundations of accounting and taxation of digital ruble transactions in the context of the transformation of the Russian financial system. The author has conducted a comprehensive analysis of the economic and legal nature of the digital ruble as an innovative form of national currency that integrates the technological advantages of distributed registries while maintaining the status of fiat money. Based on the current regulatory legal acts, the features of accounting for transactions with the digital ruble are systematized, differences in methodological approaches to accounting and taxation of the digital ruble compared with cryptocurrencies and traditional forms of money are revealed. The study demonstrates that the introduction of the digital ruble into economic circulation is accompanied by the formation of a flexible three-variant accounting system that allows organizations to choose the optimal model for reflecting relevant transactions depending on the scale of their activities. The features of the digital ruble's tax regime have been identified, the key element of which is VAT exemption while maintaining the standard income tax rate, which creates favorable conditions for the widespread introduction of this financial instrument. The results of the study have theoretical and practical significance for improving accounting and analytical support for operations with the digital ruble in the context of the digitalization of the economy.

Keywords: digital ruble, accounting methodology, taxation of digital assets, CBDC, digitalization, Russia.

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**Development trends and current state of retail trade in Russia.
P. 90-100.**

Abstract. Economic reforms in Russia in the early 90s brought about significant changes in trade activities, which are a key element of the state's economic system and the life support of its population. Since the beginning of radical market reforms, the trade sector has undergone significant transformations due to a change in the paradigm of trade activities. Economic globalization and digitalization have led to the erasure of geographical barriers and ensuring almost direct access of consumers to goods and services. The purpose of writing the article is to identify the features in the development of retail trade in Russia and determine the trends that determine its transformation in modern conditions. In the article, based on the results of the study, several significant trends were identified that ensure the relative stability of Russian retail trade and its economic growth. Such trends include a reduction in the share of imported goods, especially food products, which also allows activating domestic producers and thereby stimulating the country's economy as a whole. The active introduction of modern technologies in sales and the growth of sales of goods and trade services through the information and telecommunications network of the Internet, made it possible to maintain purchasing activity by increasing the availability of goods and services. Of great importance for ensuring sustainable growth of retail trade in modern conditions is ensuring the flexibility of individual enterprises and the industry as a whole and trade mechanisms in order to adapt them to changes in the external and internal environment, the development and implementation of mechanisms for managing trade processes, primarily through the introduction of new digital information and communication technologies.

Keywords: trade, retail trade, retail turnover, goods, demand for goods and trade services, digitalization, information and telecommunications network Internet.

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Essential and meaningful nature of talent management and its role purpose as an HR technology and a current tool for increasing organization's competitiveness. P. 101-113.

Abstract. The article provides an assessment of the essential and meaningful nature of talent management, characterizes its role purpose as an HR technology and a relevant tool for increasing the competitiveness of a modern organization. The purpose of the study was to study the features of talent management in an unstable external environment, analyze the criteria for assessing the organization's employees in the context of talent management, and determine the key tasks of employee talent in the enterprise's activities. To achieve this goal, the following research methods were used: analysis of thematic literary sources, generalization and synthesis of the obtained data, grouping methods, comparison, systematization, and others. The article pays special attention to modern principles of personnel management from the standpoint of talent management. To highlight the barriers that modern managers of organizations face when implementing innovative opportunities in HR processes. The main problems in the implementation of modern technologies, platforms, and services in HR processes are presented, as well as a motivation system for highly effective employees of the organization based on the principles of talent management. The main features of talent management as a management concept are revealed. An assessment of the expected competencies of highly qualified personnel of the organization was conducted. The authors presented a system of motivation of highly effective employees with super-talents, which is based on effective tools of talent management.

Keywords: talent management, talent, BANI reality, generational theory, management practices for highly effective employees, talent attraction, knowledge acquisition, talent retention, strategic management, digitalization.

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Export of timber and timber materials: features and improvement of customs clarification operations. P. 114-125.

Abstract. Abstract. The purpose of the study is to identify the features of customs declaration operations when placing timber and timber under the customs procedure of export, the use of automated release technology, determining the advantages of using the current methodology for measuring sawn timber when performing customs operations in relation to exported timber, reviewing the updated regulatory framework and determining areas for improving customs declaration operations.

The article focuses on the practical application of the sawn timber measurement technique, considers the measurement methods, as well as the organization and implementation of customs control of timber and timber. The purpose of this study is achieved by assessing the

advantages of using a comprehensive measurement method and analyzing the errors made by participants in foreign trade activities (FTA) when performing customs declaration operations in relation to exported timber and timber. The use of automated release and the use of the sawn timber measurement technique will allow customs authorities to minimize violations of customs and forest legislation in the Russian Federation (RF) in relation to exported timber and timber. In the study, general scientific and economic methods were used in relation to the study of customs operations and customs control in relation to the export of timber and timber in the context of using the technology of automated release.

Keywords: export, timber, timber, sawn timber, customs operations, customs declaration, customs operations, goods declaration, measurement technique.

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Mechanism of organizing research work with the involvement of students in the direction of management to solve the management problems of the university. P. 126-136.

Abstract. Management is one of the areas of training at a modern university. During training under this program, future managers learn to work with large volumes of information, analyze and develop solutions for the field of management. Therefore, the formation of research competence in future managers is of great importance. On the other hand, in the organizational and managerial structure of the university operating in a rapidly changing environment, a number of problems arise that require study and development of proposals for their solution. The purpose of this study is to describe the mechanism for organizing research work with the involvement of students majoring in Management in the implementation of projects aimed at analyzing, searching and solving problems in the process of managing a university. The research methods used: generalization of literature in the field of management, conducting an experiment, analysis, synthesis. The following results were achieved in the course of the study: experiments were described to involve students of the Ufa USTU in a research project in the field of management of the Ufa USTU, features of the implementation of research work by involving students as performers were identified, a mechanism for organizing research work with the involvement of students in the direction of Management was formed to solve management problems of the university. The study revealed that the scope of research within the university has limitations due to the interdependence of students and employees of the university, as well as due to the narrow specialization of the university. In this regard, it is suggested that further research should be devoted to the development of mechanisms for identifying and implementing relevant scientific research in the field of third-party manufacturing enterprise management.

Keywords: management, university, students, research work.

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Identifying the relationship between human resources management strategy and digital transformation of organizations. P. 137-146.

Abstract. In the modern world, organizations are striving to create a digital workplace aimed at increasing labor productivity by improving the technology of performing labor functions. The purpose of the study was to conduct a study to identify the relationship between the strategy of human resource management and the digital transformation of organizations based on the systematization of the main elements and their systematization in this process. For this purpose, the analysis and systematization of scientific literature, periodicals, generalization and synthesis of the data obtained, comparative analysis, grouping and others were carried out. We have identified the levels of interrelation between the strategy of human resource management and the digital transformation of organizations. The article examines the structure of the digital human resource management platform, it is determined that the main point or core of the structure of the digital human resource management platform is to ensure monitoring and control and formation of individual trajectories of human resource management objects based on a comparison of individual digital passports, digital profiles, digital counterparts and the employee's life path. We have systematized the research and schematically presented the structure of the digital human resource management platform. The article defines that the introduction of digital technologies is changing the management, maintenance, hiring and functioning of employees in an organization. The barrier constraints for the heads of organizations when testing digital human resource management capabilities are systematized. It is proved that a change in the approach to the human resource management process and a flexible transition to a technologically sound and human-oriented HR model contribute to accelerating the transformation of the traditional HR department to a new model of HR teams.

Keywords: human resources of the organization, digitalization, digital transformation, human resource management strategies, HR processes.

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Selecting a direction for entrepreneurial activity in the small and medium-sized business sector. P. 147-159.

Abstract. The article considers the factors influencing the choice of the direction of entrepreneurship as a suitable business for an entrepreneur in the field of small and medium-sized businesses. Modern trends in the development of entrepreneurship that are relevant for the formation of new business ideas in various sectors of economic activity are identified. It is substantiated that among the areas of entrepreneurship in Russia, prospects for business development within the framework of import substitution, social, technological, digital entrepreneurship, e-commerce remain. Promising areas of activity of entrepreneurs and examples of business ideas, the implementation of which meets the realities of today are considered. It is proposed to consider industry specifics as an integral element in the framework of the implementation of entrepreneurial functions for maintaining, creating, developing and terminating entrepreneurial activity. The article points out that entrepreneurship training is necessary for many specialized areas, since the competencies of creating, maintaining and developing one's own business can be used by various professionals such as engineers, programmers, designers, marketers, etc. As part of the construction of a competency-based training model, it is proposed to add an additional professional competence that determines the industry specifics of the activity. On this basis, a business management model has been developed using a competency-based approach with the choice of direction of professional activity.

Keywords: business ideas, entrepreneurial directions, digital entrepreneurship, social entrepreneurship, technological entrepreneurship, competence-based approach.

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Management consulting features application in the context of continuous changes in the pharmaceutical industry. P. 160-169.

Abstract. The proposed study considers the use of management consulting (MC) in implementing innovative changes in various sectors of the economy (commercial and public sectors) necessary to improve management efficiency, as well as related to the implementation of state program (in particular, the Pharmaceutical Industry Development Program PHARMA 2030). The purpose of this work was to specify the types of MC throughout various stages of organization development that could be used by the client organization in the context of continuous changes. The methodological basis for the research was the theoretical foundations of MC, a project approach to change management, and digital transformation of enterprises in the industry. The article provides an analysis of the current market situation (MC). The concept of a consulting project management cycle is introduced. The importance of MC in implementing changes in the field of digitalization and strategic planning of an enterprise is particularly emphasized. A conclusion is made about the need for ongoing cooperation between MC consultants and organizations - clients, the transformation of the traditional model of MC project management in implementing long-term strategic change programs at the enterprise by short steps in continuous improvements. The role of artificial intelligence in the process of implementing changes within the framework of MC project is noted.

Keywords: management consulting, pharmaceutical industry, change management, artificial intelligence, stage of the life cycle of enterprises, internal consultants.

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Study of telecommunication services conjugated development determinants with development of electronic services and services in the field of ICT. P. 170-179.

Abstract. In the sectoral structure of paid services, under the influence of scaling digitalization of the economy, a specific "digital" sector is formed, which includes telecommunication services and electronic services and services in the field of information and communication technologies (hereinafter referred to as ICT). The purpose of this work was to analytically test the hypothesis about the coupled development of digital services (telecommunications, electronic services and ICT services), occurring under the determining influence of cost, structural, consumer and spatial factors. The research methodology was based on the principles of cause-and-effect relationship and deterministic dependence of digital services development, due to their functional content, the unity of infrastructure, software, instrumental and technical and technological support for the activities of service enterprises. In the process of performing the work, the methods of arguing the cause-and-effect relationship of digital services development; methods for identifying factors influencing the direction and pace of development; methods of analytical confirmation of the influence of determinants, including the formation of an array of statistically reliable information, the selection of key measures of determinants, the analysis of their dynamics using techniques of graphical and tabular visualization of the research results. The cost, structural, consumer and spatial factors of the development of telecommunication services are identified as factors of the determining order, studied by comparing with similar factors of the development of electronic services and services in the field of ICT.

Keywords: digital sector of the service sector, telecommunication services, electronic services and services in the field of ICT, determinants of the associated development of digital services.

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Methods of organizing remote work. P. 180-188.

Abstract. The growth in popularity of the remote work format observed in recent years is due not only to technological progress, which makes it possible to work outside the company, but also to the awareness of the advantages of flexible working hours by highly qualified employees. The digital economy is the foundation for the widespread and effective use of remote work, and remote work, in turn, accelerates the development of the digital economy and adapts it to new realities. The paper considers digital technologies that ensure the fulfillment of professional tasks and communication of remote workers with their supervisor and among themselves. To maintain productive work, companies need to be able to organize the remote work of employees, combining both traditional methods of personnel management

and mastering the specific ones caused by the peculiarities of remote work. The purpose of the study is to form a set of methodological tools that allows you to organize effective remote work. The research was based on the methods of observation, generalization, system analysis, and content analysis of publications. As a result of the conducted research, methods of forming and equipping a remote workplace, methods of planning and controlling tasks, methods of self-organization, methods of motivation and psychological support, the use of which on a systematic basis contributes to effective remote work, were analyzed and selected.

Keywords: remote work, remote workplace, self-management, digital services, virtual teams, virtual office, self-organization, labor productivity.

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Innovation potential index of secondary vocational education institutions: theoretical justification and assessment methodology. P. 189-201.

Abstract. In the context of accelerating technological transformation, the role of secondary vocational education (SVE) in regional innovation development is becoming increasingly significant. However, to date, there is no unified approach to defining the innovation potential of SVE institutions, nor a methodology for its quantitative assessment. This study addresses the existing gap by analyzing major academic approaches to the concept of innovation potential — resource-based, structural, functional, and integral — and evaluates their applicability to SVE institutions. Based on the analysis, the paper proposes an original definition of innovation potential as the institution's ability to engage in the creation, adaptation, and dissemination of applied innovations, grounded in internal resources and network-based collaboration. A comprehensive methodology for measuring innovation potential — the Index of Innovation Potential of SVE Institutions (IIP-SVE) — is developed. It includes five indicators: human capital, innovation infrastructure and digitalization, networking and cooperation, scientific and technical activity, and financial sustainability. The methodology offers formulas for index calculation, a system of weighting coefficients, an interpretation scale, and recommended data sources. It is shown to be universal and adaptable for use in monitoring, management, and strategic planning in the SVE sector. It is assumed that IIP-SVE may become an effective tool for assessing the contribution of vocational education to regional innovation systems.

Keywords: innovation potential, regional innovation system, secondary vocational education, composite index, assessment methodology, educational institutions, innovation development.

Economy of Labor and Labor Relations

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Features of labor and career development of IT specialists in the conditions of holacratic structures. P. 202-211.

Abstract. The purpose of this study is to examine the opportunities for career growth of modern IT specialists, implemented within the framework of one of the youngest management structures – holacracy. Based on general system methods of analysis and identification of patterns inherent in organizational systems, the features of management in IT departments operating under holacracy and under traditional hierarchical structure are compared. Their compliance with the expectations of applicants regarding opportunities for career growth, professional and personal development was examined. The relevance of the chosen topic is directly related to the distinctive features of holacracy, such as: taking into account the interests of each employee, increased responsibility for the result, self-organization of teams and information transparency. A list of personal and professional qualities is presented, the presence of which in an IT worker makes his existence in the conditions of holacracy comfortable and productive. Some features of the holacratic management method are also noted, which, in the author's opinion, make it difficult to integrate newly arrived specialists into structures of this type, especially in large organizations. The study demonstrated that despite a number of difficulties associated with the use of this method of organizational management, holacracy can serve as a tool for ensuring personal and career growth of IT employees.

Keywords: holacracy; self-organization; flexible management principles; IT specialist; career development; personal qualities; labor market, systems approach.

Marketing, Commerce and Logistics

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Retail marketing: characteristics and development prospects. P. 212-225.

Abstract. Increased competition in the consumer market and the introduction of digital technologies have led to the intensive development of retail trade, determined its main trends and the need to use digital marketing tools to promote goods and services. The purpose of the work is to study the essence of retail marketing, study modern marketing tools used in retail trade, identify the main trends and prospects for the development of Russian retail. In relation to the studied problems, a set of basic research methods was used, including general scientific

and economic-statistical methods: analysis, synthesis, comparison, observation, generalization, systems approach, grouping, index method.

During the study, the main trends were identified and the prospects for the development of Russian retail were determined, and the characteristics of the marketing tools used in retail marketing were given. The article analyzes the main indicators characterizing the development of retail trade at the present stage, defines the main components and tools of retail marketing, the tasks and technologies of CRM marketing, e-mailings, marketing analytics and gives their characteristics; tools for website analysis and data analytics. The use of modern marketing tools in retail trade will help to increase the competitiveness of organizations and customer loyalty.

Key words: retail marketing, retail trade, marketing tools.

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Marketing activity as a key functional factor in the development of management in the context of maintaining company's stability. P. 226-238.

Abstract. In the modern conditions of high competition and dynamically changing market, marketing activity becomes not only the basis for the existence of enterprises, but also a key functional factor in the development of company management. Successful business development is determined not only by the ability to produce goods or services, but also by the ability to understand and anticipate market needs, building all your activities around this. The purpose of the study is to study and systematize the influence of various aspects of marketing activity on the sustainability of enterprises in modern economic conditions. The study was conducted using the methods of analysis and synthesis, induction and deduction, systems approach, comparative analysis, and the case study method. In the article, the authors present an analysis of theoretical approaches to determining the role of marketing activity in ensuring sustainable development of enterprises. The experience of Russian companies in various sectors of the economy is considered. The key factors determining the ability of companies to adapt to uncertainty are identified. The conceptual focus of sustainable marketing in the process of adapting the classical concept of marketing to the tasks of sustainable development of business and society is presented. A generalized structural and logical scheme of the functioning of adaptive marketing to ensure sustainable development of the company has been developed. Particular attention is paid to the role of information communication with the market, creating value for the consumer, proactivity and forming long-term relationships with clients. The need for constant change and adaptation of marketing activities to external conditions is substantiated. The trends of marketing activities in the context of rapid adaptation

to changing realities are systematized. The conceptual and substantive side of the manifestation of proactive marketing in business companies is presented.

Keywords: marketing activities, adaptability, proactivity of marketing activities, sustainable development of the enterprise, digital marketing.

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Integration of consumer design into destination marketing: methodology for regional markets. P. 239-248.

Abstract. The aim of the study is to determine the role of consumer design in the marketing of tourist destinations, its importance for increasing the competitiveness of the region in the context of modern economic challenges and growing competition in the domestic and inbound tourism market. The article systematizes the results of the work on the integration of the methodology of design approaches into the technology of territory promotion, taking into account the modern realities of the tourism business, available cultural, historical, recreational and other resources. The authors consider the depth of the formation of the identity of existing tourism products, from the point of view of consumer design, the use of which will contribute to the formation of a recognizable brand of the region and will increase the level of emotional connection with the consumer. Using the example of the Belgorod region, the problems of marketing positioning of this area were identified, practical design methods were considered for application both at the level of the local format and in the territory of tourist clusters, existing and planned for creation. In the practical aspect, several stages of the formation of design concepts are proposed, and the expected positive effect for the tourism industry is assessed. The results of the research presented in the article may be of interest to employees of the regional local government bodies, tour operators, representatives of the business community, and representatives of tourism and hospitality enterprises.

Keywords: consumer design, destination marketing, place branding, regional economic development, tourism clusters, regional economy, domestic tourism, inbound tourism..

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Evaluation of regional marketing components. P. 249-256.

Abstract. In modern conditions, marketing is becoming a part of the life of not only organizations, but also entire regions, which makes it possible to identify and develop the most successful sectors of the economy, and regional marketing is the main tool in this area. The purpose of the study is to study the components of regional marketing, identify its elements, and evaluate the established components and elements. In the course of the work carried out, the author used the following general scientific methods: methods of analysis and synthesis, collection and processing of information, as well as the questionnaire method. The study of the theoretical base was carried out on the basis of the 25 most cited papers on the subject of "regional marketing" at the RSCI, which allowed the author to develop a keyword cloud on the

subject of "regional marketing. The author conducted an analysis based on the results of an expert assessment of the components of the 7P complex for regional marketing, which made it possible to identify the most important elements of each component of the regional marketing complex, including the unique advantages of a particular regional product, competitive pricing policy, investments, digital tools, sales strategy, speed of proposal development, quality of services, qualifications of organizers and satisfaction of needs.

Keywords: the complex of regional marketing, components of regional marketing, regional product, elements of regional marketing.

Cooperation and Entrepreneurship

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The role of cooperatives in ensuring social justice and forming an inclusive economy. P. 257-267.

Abstract. The aim of the study was to determine the role of cooperative organizations in ensuring social justice and in the formation of a sustainable inclusive economy. The article presents the results of the study of the concept of social justice; an analysis of the activities of individual world cooperative systems is carried out; examples of the successful implementation of a number of world cooperative organizations in the economy of individual countries at the state level are given; problems of the development of cooperative organizations in the modern business environment are identified, and a number of advantages of cooperative organizations as democratic organizations are of great importance for the development of rural areas and countries of the world, in general, are presented. The article also considers the work plans of international organizations for the development of social justice, and identifies the main tasks for achieving long-term sustainability of the cooperative sector of the economy in all countries of the world, based on compliance with cooperative identity, social justice and a solidarity economy. The methodological basis of our study was made up of general scientific methods of cognition, including: observation, analysis and synthesis, dialectical, abstract-logical, systems analysis. The empirical method of research made it possible to study the main trends in the development of the world community, based on social justice, to conduct a study of the participation of cooperatives in the formation of a fair sustainable inclusive economy in a number of countries of the world.

Keywords: social justice, cooperative movement, inclusive economy, UN, ILO, ICA.

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Assessment of the role of consumer cooperation in the social and economic development of the Russian Federation in the services market: principal components method application. P. 268-283.

Abstract. The article is aimed at assessing the role of consumer cooperation in the socio-economic development of the Russian Federation in the services market using the principal component analysis (PCA). The work consistently solves three key tasks: analysis of the relationship between the services market and the reproduction process, where consumer cooperation is considered as an independent entity that ensures the sustainability of value chains in the services market, substantiation of the socio-economic role of cooperation through the identification of hidden factors of influence using the principal component method, which made it possible to determine key components such as economic activity and efficiency, development of catering services, digitalization and financial performance that correlate with the activities of cooperatives. The article describes the author's methodology of factor analysis that integrates scientific approaches: ranking the significance of variables, justification for the choice of components and the complexity of the assessment (a combination of economic and social indicators). The author selected indicators of the services market and consumer cooperation. The research methodology includes data standardization (z-normalization) to eliminate large-scale differences between the indicators, the scree method to determine the optimal number of components that identified four dominant factors explaining 86.5% of the total variance, Varimax rotation to optimize the interpretation of loadings, and Pearson correlation analysis to establish relationships between components and external socio-economic parameters. The study contributes to the development of methods for assessing the socio-economic impact of consumer cooperation on the services market, demonstrating its role as a link between market mechanisms and the solution of national problems. The results are relevant for the formation of the concept of sustainable development of consumer cooperation in the services market, especially in the context of increasing digital trends and global instability. The purpose of this article is to assess the role of consumer cooperation in the socio-economic development of the Russian Federation in the services market based on the application of the principal component method.

Keywords: consumer cooperation, socio-economic development, principal component method, services market.

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Experience of the Mondragon cooperative corporation (CCM): social justice in action. P. 284-293.

Abstract. The presented article examines the historical background of the emergence and successful activities of the Mondragon Cooperative Corporation. The Mondragon Cooperative Corporation (CCO) is a unique example of the successful functioning of a production cooperative, demonstrating the viability of non-capitalist business models for more than six decades. The purpose of this article is to consider and analyze the key successful actions of this business model, as one of the most outstanding examples of the activities of cooperatives of different types, which demonstrate the success of non-capitalist alternatives and whose experience can be transferred to other corporate and cooperative contexts. The conducted research showed that the Mondragon Cooperative Corporation, as a special socio-economic system, is aimed not only at satisfying the needs of its participants and employees, but also at implementing a social mission. Based on the conducted literature review, the place and role of the Mondragon Cooperative Corporation in the general system of cooperatives around the world are clarified. The article presents the author's approach characterizing the relationship between the economic success of the SCM and the influence of this organization on improving the socio-economic situation of its employees based on the paradigm of development of all spheres of cooperative activity. The main characteristics of the corporation's activities are identified and disclosed based on the study of the essential content. The functions and features of the corporation's activities as a multi-sector socio-economic system are determined.

Keywords: cooperative, cooperative organization, social innovation, ICA, ILO, cooperative principles, social responsibility, compensation and promotion, self-management, autonomy.