

Economics and Management in Branches and Spheres of Activity

Klimenko O.I.

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

Chernukha E.S.

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

Conceptual approaches to researching the agrarian economy sustainability and their development prospects. P.9-20.

Abstract. Sustainability paradigm accords special attention to the sustainability of agricultural economies, as it organically combines three fundamental components of understanding sustainability: economic, social, and environmental. Existing approaches to the sustainability of agricultural economies allow for different research emphases. The purpose of this paper is to examine conceptual approaches to studying the sustainability of the agricultural economy, developed in domestic and international practice, including an overview of the conceptual framework and methodological foundations for assessing sustainability to support promising research directions. The work was carried out using the fundamental tenets of the theory of agricultural economics and the concept of sustainable development, applying proven methodological tools for assessing the sustainability of the agricultural sector of the economic system. The study utilizes methods of system analysis, a review of researchers' positions, an examination of legal regulations and the results of analytical research from specialized institutions and structures, a comparative analysis, and the identification and argumentation of key issues in the sustainable development of the agricultural economy that require further research. The significance of the problem under study is updated, and the relationship between the concepts of "sustainability" and "sustainable development" is considered. The key provisions of methodological approaches to assessing the sustainability of agricultural systems are revealed within the concept of international models and indicators (FAO, OECD, IPCC) and methodologies developed by domestic researchers. Promising areas for research on the sustainability of the agricultural economy in the areas of developing comprehensive indicators and climate adaptation strategies are identified and substantiated.

Keywords: agricultural economy, agricultural system, food security, agricultural production, sustainable development, resilience, climate change.

Meshechkina R.P.

Belgorod University of Cooperation, Economics and Law, Dr. Econ. Sciences, Professor, Dean of the Faculty of Customs Affairs and Information Customs Technologies, Professor of the Department of Customs Operations and Customs Control

Shvetsova M.D.

Belgorod University of Cooperation, Economics and Law, Candidate in Agricultural Sciences, Associate Professor, Department of Natural Sciences

Improvement of customs processes based on customer centricity of customs services. P. 21-35.

Abstract. The provision of Russia's technological breakthrough is determined, among other factors, by the level of development of foreign economic activity, which largely depends on the existence of favorable conditions for its implementation, including the provision of state services maximally oriented and adapted to the demanding subjects of the private sector, including carrying out foreign trade operations in the foreign market. Among such conditions should be the adherence of the customs authorities to the principles of client-centricity, the standards of which are actively implemented in its activities. The purpose of

this study is to evaluate the achieved results of the implementation of the principles of client-centricity, the use of proactive approaches in the provision of customs services, the identification of directions for improving the quality and demand for public services that correspond to the principles of client-centricity of the standard "State for People" and ensure business achievements which are operators of foreign trade activities, of maximum effect. To achieve the stated purpose, the following methods of research and processing of the obtained information were used: analysis, synthesis, expert evaluation, sociological survey, economic and statistical data processing, logical and retrospective cognition. The use of the above-mentioned methods allowed to identify the dynamics and structure of state services provided by customs authorities, to identify the most demanded services by business entities, to determine the trends of their development and impact on the processes of customs declaration of goods in the context of a client-centric approach. The results of the study allowed to formulate taking into account the needs and requests received from the participants of the VED, proposals aimed at improving the quality of public services provided, reducing operational costs, increasing the marginality of foreign trade transactions, and optimizing logistics processes.

Keywords: public services, customs authorities, client-centricity, client-centric standards, client-centric principles, customs services, customs services.

Isaenko A.V.

Belgorod University of Cooperation, Economics, and Law, Doctor of Economics, Dean of the Faculty of Public Catering and Commodity Science, Professor of the Department of Public Catering Technology and Commodity Science

Main trends in healthy food consumption in Russia. P. 36-46.

Abstract. The aim of this study is to identify trends in food consumption by the population. Research Methods. The following methods were used in the study: induction and deduction, analysis and synthesis, as well as statistical methods: comparisons, dynamic series, index method, and relative and average values. Statistical data from the Federal State Statistics Service of the Russian Federation for 2020-2024 were used. The study aims to identify trends in food consumption by the population. This article analyzes the population's healthy diet through food consumption, identifies the economic and social benefits of providing the population with healthy foods and promoting healthy eating ideas, examines the dynamics of food consumption across all household categories and separately for households living in urban and rural areas, conducts a comparative analysis of the consumption of individual food products with recommended rational consumption standards, identifies positive and negative trends in food consumption, demonstrates the influence of factors promoting or hindering healthy eating among the population, examines the dynamics of population expenditure on food consumption, as well as the cost of basic food products consumed in households.

Keywords: consumption, food expenditure, healthy eating, rational consumption standards.

Ternovskiy D.S.

Foundation of Economic Policy, (Moscow), Dr. Sc. (Econ.), Leading Research Fellow

Seasonal component in Russian agricultural export prices. P. 47-58.

Abstract. This article presents a comprehensive analysis of the seasonal component in Russian agricultural export prices using the X-13-ARIMA-SEATS method. The aim of the study is to identify and conduct a comparative analysis of the seasonal components in the prices of key commodities of Russian agricultural exports and to compare them with global price dynamics. The study covers the period from 2017 to 2024 and focuses on key commodities: wheat, barley, sunflower, soybean, and rapeseed oils. A comparison is made between the seasonal components in the dynamics of world prices and Russian export prices, as well as between domestic and export prices. The results indicate that while statistically significant seasonality on the global market is confirmed only for meat prices, economically significant seasonal fluctuations are observed for many commodity groups, particularly for vegetable oils and sugar. Russian export prices exhibit phase synchronization with global prices but significantly exceed them in amplitude: seasonal price fluctuations for grains in Russia are 2–3 times higher than global levels. A significant asynchrony between domestic and export prices for wheat is revealed, both in terms of phase and amplitude, indicating market segmentation and the influence of specific national factors – export regulation through seasonal quotas, peculiarities of export infrastructure, and producer behavioral patterns.

Keywords: price seasonality, agricultural exports, X-13-ARIMA-SEATS, seasonal adjustment, export prices, food prices, export regulation.

Kononenko R.V.

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

Kislik E.A.

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

Dairy products subcomplex of the agro-industrial complex: functional characteristics and role in ensuring food security in the country. P. 59-70.

Abstract. The functioning and development of the dairy products subcomplex of the Russian Federation's agro-industrial complex is determined by the need to meet domestic demand for high-quality dairy products. This, in turn, contributes to the achievement of key food security and import substitution goals. Furthermore, this subcomplex plays an important role in the sustainable development of the agricultural sector and the improvement of the socioeconomic conditions of the rural population. The purpose of this article is to examine the functioning of the dairy subcomplex of the Russian agro-industrial complex and identify its role in ensuring the country's food security. The dairy subcomplex is a complex and multifunctional system integrating the production, processing, distribution, and consumption of dairy products. From an economic perspective, this subcomplex is a key element of the agro-industrial complex, ensuring the stability and sustainability of the national food system. From a social perspective, its importance is difficult to overestimate, as dairy products play a fundamental role in maintaining the health, well-being, and quality of life of the population, especially vulnerable social groups. An analysis of the development dynamics of the dairy subcomplex in Russia reveals positive trends. However, achieving the strategic threshold of food security, which for the main product—milk—is 90%, requires additional targeted efforts. Key tasks in achieving this goal include overcoming raw material shortages, improving the efficiency of production processes, and optimizing economic relationships within the supply chain.

Keywords: food security, dairy subcomplex of the agro-industrial complex, production of milk and dairy products, milk processing, raw material shortage.

Matveeva O.P.

Belgorod University of Cooperation, Economics, and Law, Candidate in Economics, Associate Professor, Associate Professor of the Department of Customs Operations and Customs Control

Matveev O.A.

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

Performance of state customs services in the context of forming performance indicators of the business sector in customs affairs. P. 71-84.

Abstract. The aim of this study is to substantiate the performance indicators of business entities in the customs sector that are consumers of certain types of state customs services (SCS) and act as guarantors of supranational and state regulation of foreign trade in goods in the Russian Federation (RF). The study's objectives were achieved through: determining the demand for eleven customs clearance standards by both business entities involved in customs matters and by those participating in international trade; identifying internal and external factors influencing the effectiveness of customs clearance standards; and assessing the feasibility of defining and evaluating the performance indicators of customs representatives and banks, which act as consumers of the relevant types of customs clearance standards and are largely related to key customs performance indicators related to the customs declaration of goods and guaranteed payment of customs duties by foreign trade operators. This will enable them to identify issues that significantly impact the overall effectiveness and quality of customs activities when providing services to foreign trade participants; and determining the role of the business sector in customs matters in enhancing the sustainable development of the Russian economy. The study of the types and results of customs clearance standards and the identification of a list of performance indicators for certain business entities involved in customs matters were conducted using theoretical and empirical research methods.

Keywords: state customs service, classification, origin and release of goods, register, register maintenance, owners, consulting, customs carriers and representatives, customs authorities.

Shalygina N.P.

RANEPA - St. Petersburg, Candidate in Economics, Associate Professor, Associate Professor of the Department of Customs Administration

Selyukov M.V.

RANEPA - St. Petersburg, Ph.D. in Economics, Associate Professor, Associate Professor of the Department of Customs Administration

Increasing the efficiency of interaction between customs authorities and other control authorities in the process of customs control after the release of goods. P. 85-97.

Abstract. In the current conditions of development of foreign trade potential of the Russian Federation (hereinafter referred to as the RF), the importance of the activities of customs authorities, organization of customs control and introduction of effective digital technologies in the work of customs officers is increasing. Customs control after the release of goods (hereinafter referred to as CCPR) has always been associated with increased efficiency of customs regulation, which was reflected in the reduction of terms of customs operations, shifting attention to analytical work, strengthening the fight against unscrupulous participants in foreign economic activity (hereinafter referred to as FEA), etc. This type of control allows identifying violations that were not detected at the stage of preliminary control, due to in-depth analysis of documentation, on-site inspections and the use of modern information technologies. Provides a more flexible approach to identifying risks, reduces the burden on checkpoints, and also helps to minimize delays in the process of movement of goods. In many ways, the effectiveness of CCPR depends on the interaction of customs authorities with other regulatory authorities of the Russian Federation, which is reflected in the exchange of information, joint inspections and the use of

common databases. However, at present, a number of problems characteristic of this interaction are observed, for example, rather long terms of information transfer between regulatory authorities, difficulties with the implementation of new technologies, the continuing paper format of information transfer, the limited nature of the data provided, especially by the Federal Tax Service (hereinafter referred to as the FTS of Russia), the lack of openness of interaction between the Federal Customs Service (hereinafter referred to as the FCS of Russia) and other regulatory authorities. Thus, the presented work examines the key problems of interaction between customs authorities and other regulatory authorities in the process of CCPR and identifies the main ways to solve them.

Keywords: customs activities, customs affairs, customs control, customs authorities, customs activities, customs affairs, customs control, customs authorities, interdepartmental cooperation.

Androsova I.V.

South-West State University (Kursk0, Candidate of Economic Sciences, Associate Professor of the Department of Regional Economics and Management

Conceptual model for managing the process of integrating entrepreneurial structures in strategic business partnerships. P. 98-108.

Abstract. Close interaction of business structures in any period of time was crucial when using limited resources to meet public needs. The active transformation of the economy and the management system has led to the need to find new directions and develop ways to increase the efficiency of integration processes between these structures. Strategic business partnerships have taken priority among such structures, which require a thorough and professional management approach. The purpose of the study is to develop a conceptual management model for the integration of business structures, which makes it possible to increase the likelihood of success of this process by clearly defining goals, setting objectives and choosing optimal methodological management tools. The model discussed in this article is a structural and logical structure defined by a set of goals and means to achieve them. The goals and means of achieving them set the operating mode of the system described by the model, which is also a characteristic of the model. This article describes all management functions in relation to the process of integrating entrepreneurial structures in strategic business partnerships and identifies their interdependence. As a result of the research, a conceptual model of the integration process of business structures has been developed, which will improve the effectiveness of management decisions in strategic business partnerships.

When writing the article, general scientific methods of cognition were used (monographic and analytical, deduction and induction, observation and comparison), as well as integrative, dialectical and systemic approaches to studying the processes of integration of entrepreneurial structures in strategic business partnerships. The results obtained can be useful to a wide audience of specialists dealing with integration issues.

Keywords: integration, business structure, strategic business partnerships, organization, management, management function.

Evseeva S.A.

Peter the Great Saint Petersburg Polytechnic University, Candidate of Economic Sciences, Associate Professor, Associate Professor at the Graduate School of Public Administration

Pletneva N.A.

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

Zemlyakova A.A.

Ltd. «MC-Bauchemie», Recruitment Manager (Irkutsk city)

**Employee journey map in it organization as a tool to influence an employer brand.
P. 109-119.**

Abstract. High competition for IT personnel requires organizations to review their approaches. A strong employer brand allows you to attract and retain staff, which has a direct impact on the effectiveness of the IT organization. The purpose of the study is to analyze the employee journey map and its impact on the employer brand of the IT organization. The article used both general methods: logic, generalization, systematic and comparative analysis, and specific ones - employee journey map. The map is a tool for managing the relationship between an employee and an organization, visualizing the employee's points of contact with the organization. This tool allows for a comprehensive assessment of an employee's interaction with an organization throughout their entire life cycle. Creating an employee journey map helps to address the following challenges: improving the image and reputation of the organization as an employer; identifying and attracting talented candidates; analyzing the external factors of the employer brand; and studying the factors that contribute to employee loyalty in order to enhance the HR brand. The advantage of this method is that it allows for the analysis and diagnosis of issues, as well as the modification of existing and sometimes outdated HR practices. The research findings suggest that a strong employer brand requires a comprehensive approach to motivation that covers all stages of the employee lifecycle, from recruitment and onboarding to development, retention, and termination.

Keywords: employee journey map, IT, employer brand, hr brand, employee experience, employee life cycle, personnel management, human resources management.

Koptelova L.V.

Belgorod University of Cooperation, Economics, and Law, Senior Lecturer, Department of Information Systems and Technologies

Tsymla E.A.

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

Areas of business processes improvement in the service sector based on reengineering and automation. P. 120-133.

Abstract. Process-based approach, highly adaptable to modern realities, is being applied in the practice of retail enterprises. Its implementation examines key concepts such as business process-based operations, their reengineering, and automation. The processes characterized by these terms have a significant impact on ensuring sustainable growth and competitiveness of service enterprises in the face of market instability and digital transformation. Particular attention is paid to studying the challenges of implementing modern business process management technologies within the framework of business process reengineering and automation projects. The following issues were identified: insufficient readiness of domestic businesses to transition to new technologies, difficulty adapting existing software, and the lack of a unified methodology for assessing the effectiveness of the tools used. The purpose of this article is to study and identify criteria for evaluating business process management software, as well as to develop a universal model of a business process management system for retail enterprises within the

framework of their automation and reengineering. The proposed information model for the functioning of the business process automation software module is universal and can serve as a basic conceptual foundation for the effective implementation of automation solutions. Application of this model will facilitate the successful implementation of automated systems and the adaptation of enterprises to dynamically changing market conditions. Implementation of an information system has significant potential for improving business process productivity, which is a key factor in enhancing the competitiveness of an enterprise in the modern economy.

Keywords: business process, automation, reengineering, project management, project management, IT project, project management software, efficiency.

Panova E.A.

State University of Management (Moscow), Candidate in Economics, Associate Professor of the Department of Finance and Credit

Specifics of using CRM systems in small and medium-size industrial enterprises.

P. 134-142.

Abstract. The competitive advantages of an industrial enterprise largely depend on the reliability of its relationships with customers and the conformity of its products with their expectations. Digital technologies and, in particular, CRM systems contribute to establishing communication with customers in modern conditions. They help optimize sales, get customer feedback, and improve business efficiency in general. This is especially important for small and medium-sized industrial enterprises with limited scale of activity. The purpose of the work is to study the role and advantages of CRM systems in building relationships with customers, as well as the problems faced by small and medium-sized enterprises when using them. The methodological basis of the article is the general scientific methods of scientific knowledge: systematic and comparative analysis, synthesis and generalization. The paper shows that the introduction of CRM systems contributes to customer retention, sales growth and improvement of decision-making processes. CRM system functions such as automation of marketing companies, reporting and analytical data generation help small and medium-sized enterprises to increase the traceability of operations and transfer more potential customers to the category of real customers. The problems faced by small and medium-sized industrial enterprises when implementing CRM systems include limited investment resources, lack of technical knowledge, and resistance to change on the part of employees. The phased implementation of CRM systems by small and medium-sized industrial enterprises, facilitating their adaptation to technological transformations, contributes to solving these problems.

Keywords: small and medium-sized enterprises (SMEs), CRM systems, automation of operations, efficiency of business processes.

Lipina O.A.

Saint Petersburg State University of Industrial Technologies and Design, Higher School of Technology and Energy, Senior Lecturer

External imperatives for digital transformation of pharmaceutical company: regulatory requirements for consumer expectations. P. 143-154.

Abstract. The purpose of the proposed study is to study the digital transformation process (DT) in the pharmaceutical industry, including the identifying and analysis of external drivers and barriers of the DT, determined by the requirements of state regulators and consumer expectations. Particular attention is aimed at assessing the role of the state as a key actor of changes in the healthcare system. The examples of the changes in the industry since 2020 related to the implementation of state programs (in particular the program for the development of the pharmaceutical industry of the farm 2030), as well as the response to the factors of external influence, established that the state acts as the central driver of digital transformation through the

imperative requirements (the marking systems “honest sign”, GXP-, GMP-standards, requirements for the processing of personal data). At the same time, consumer expectations (demand for online services, e-commerce, and customized services) create additional pressure on pharmaceutical companies. A comparison of the digital maturity index of the pharmaceutical industry in Russia and European countries is done according to several criteria related to the concept of Pharma 4.0.

The conclusion was drawn about the exceptional role of the state, which is not only a source of mandatory requirements, but also a factor that forms the market and set the new standards for doing business. Digital transformation in the pharmaceutical industry is becoming a mandatory strategic response to external imperatives, where ignoring regulatory requirements makes it impossible to continue operations.

Keywords: digital transformation, pharmaceutical industry, change management, drivers of change, external imperatives, barriers to transformation, consumer expectations.

Bekirov M.K.

Fevzi Yakubov Crimean Engineering and Pedagogical University (Simferopol), Postgraduate Student

Kazhametova T.N.

Fevzi Yakubov Crimean Engineering and Pedagogical University (Simferopol), Doctor of Economics, Associate Professor, Department of Accounting, Analysis, and Audit

Stefanenko M.N.

Fevzi Yakubov Crimean Engineering and Pedagogical University (Simferopol), Doctor of Economics, Professor, Department of Management and Public Administration

Creative industries as a factor of tourism sector development. P. 155-163.

Abstract. The aim of the article is to study creative industries as a factor in the development of the tourism sector in the modern Russian economy. The relevance of the research is determined by the growing role of the creative sector in shaping unique tourist products, enhancing the competitiveness of regions, and integrating cultural and event tourism. The article presents a comprehensive analysis of the dynamics of creative industries in Russia for the period 2021–2023, which revealed a steady increase in the sector’s share of GDP from 3.2% to 3.5%, growth in the number of employees from 2.1 to 2.8 million people (+33.3%), and an increase in the total revenue of organizations from 10.4 to 14.5 trillion rubles (+39.4%). The authors analyzed the sectoral and functional structure of the creative sector and its involvement in the tourism sphere, highlighting the leading role of advertising and marketing, design and architecture, media and digital content, as well as cultural heritage and performing arts. The practical significance of the work lies in substantiating the potential of creative industries to create a unique tourist experience, strengthen the cultural identity of regions, and increase economic activity, as well as in forming methodological foundations for integrating the creative sector into the tourism ecosystem.

Keywords: creative industries, tourism sector, tourism development, cultural heritage, event tourism, design and architecture, media and digital content, regional image, economic activity, innovative tourist products.

Sergeichev L.S.

Moscow University «Synergy», Postgraduate Student

Suvorova T.V.

Moscow University «Synergy», Candidate of Pedagogical Sciences, Associate Professor of the Marketing Department

Comparative analysis of small and medium-sized businesses state regulation in the Moscow region and other regions of Russia. P. 164-174.

Abstract. In the current economic conditions, the issue of the effectiveness of state regulation of small and medium-sized businesses at the regional level is of particular importance, since these forms of business are the most important driver of growth and social stability in society. Federal initiatives create a general regulatory framework, but it is regional authorities who have the tools to target the business environment. In modern scientific literature, a contradiction is manifested in the gap between the declared scale of support for small and medium-sized businesses and the lack of empirical assessment of its real impact on the business community. The purpose of the study is to conduct a comparative analysis of the mechanisms and tools of state support for small and medium-sized businesses in the Moscow region and a number of other regions of the Russian Federation. Research methods: analysis of scientific literature and online sources; method of comparing programs and mechanisms for supporting small and medium-sized businesses in the Moscow region and other regions; case study method. Main results: consideration of issues of state regulation and analysis of mechanisms for supporting small and medium-sized businesses in the Moscow Region, the Republic of Tatarstan, the Krasnodar Territory, and the Novosibirsk Region; development of recommendations for improving regional models of regulation of small and medium-sized businesses Main results: consideration of issues of state regulation of small and medium-sized businesses in Russia; A comparative analysis of small and medium-sized business support mechanisms was conducted in the Moscow Region, the Republic of Tatarstan, Krasnodar Krai, and Novosibirsk Region; recommendations were developed for improving regional models of small and medium-sized business regulation. The authors concluded that state regulation of small and medium-sized businesses in the Moscow Region is characterized by a universal and broad-based approach, while in other regions of Russia it is focused on specific economic sectors. The authors concluded that investments in "smart" regulation of small and medium-sized businesses and simplification of interactions with government should be accompanied by financial support from the state. Furthermore, regions with similar economic profiles should consider adapting successful small and medium-sized business practices.

Keywords: government regulation, small and medium-sized businesses, legal framework, comparative analysis, region, regional policy.

Kravchenko A.V.

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

Implementation of a historical-genetic approach to understanding the economic nature of services. P. 175-184.

Abstract. Services are characterized by particularly high dynamics within the system of economic phenomena, a continuous expansion of their composition, an organic integration into the functionality of enterprises across various industries, and an increasing value for the sustainable development of society in general and the economy in particular. These circumstances, taken together, lead to consistent changes in the economic nature of services. The aim of this paper is to study the evolutionary understanding of the economic nature of services at different stages of civilizational development and to demonstrate the objectivity of the development of scientific knowledge, driven by the transformation of the understanding of the value of services for the socioeconomic development of modern society. The methodological

basis of the study is defined by the laws and regularities of economic dialectics, theories and concepts that provide an understanding of the evolution of the phenomenon under study, and scientific approaches to understanding its economic nature. The study utilized methods of historical-genetic analysis of the essence of the phenomenon under study and its transformation at different stages of societal development; a review of encyclopedic and other scientific literature sources; content analysis of existing approaches to defining the economic nature of services; and logical argumentation of conclusions. The economic nature of services at the pre-industrial, industrial, and post-industrial stages of civilizational development is characterized. Philosophical, linguistic, and reproductive approaches to defining the economic nature of services, reflected in alternative interpretations of the service's essence, are analyzed. The objective nature of the evolution of scientific knowledge about the economic nature of services, driven by the transformation of the understanding of their value for the socioeconomic development of modern society, is demonstrated.

Keywords: economic nature of services, service characteristics, terminology, historical-genetic approach to research.

Mikhonin M. V.

Far Eastern Chamber of Mediators, Lawyer, Mediator

Development of a model system for the standardization of the Russian-chinese projects management. P. 185-194.

Abstract. The article is devoted to the development of a model for the system of standardization of management of Russian-Chinese projects. The relevance of the topic is due to the need to improve the effectiveness of joint projects, which can be achieved through the standardization of management processes. The aim of the study is to develop a comprehensive model of the standardization system. The work uses general scientific methods (analysis, synthesis, abstraction, comparison), the method of documentary analysis and an integrated approach. As a result, a structured model is proposed, including six interrelated elements: regulatory, institutional, documentary, informational, resource and process foundations. The model is dynamic and self-developing, ensuring an increase in the effectiveness and efficiency of Russian-Chinese projects through process unification, risk reduction and improved communication. The results of the study can be applied by state authorities and professional communities of Russia and China in the formation of a standardization system. Promising areas for further research are the development of a specific set of standards and a detailed regulatory and organizational justification of the proposed model.

Keywords: standardization of management of Russian-Chinese projects, Russian-Chinese projects, standards for management of Russian-Chinese projects, model of the system of standardization of management of Russian-Chinese projects.

Economy of Labor and Labor Relations

Balabanova G.G.

V.G. Shukhov Belgorod State Technological University, Candidate of Economic Sciences, Associate Professor of the Department of Theory and Methodology of Science

Chizhova E.N.

V.G. Shukhov Belgorod State Technological University, Doctor of Economics, Professor, Head of the Department of Theory and Methodology of Science

Influence of safe work culture on labor productivity in industry. P. 195-206.

Abstract. Labor productivity is one of the most important indicators of enterprise performance. Its determining factors are primarily technical and technological, changing as a result of scientific and technological progress. However, those related to human capital and technical capabilities are also highly significant. These factors include safe work culture practices. The purpose of this article is to substantiate the potential for increasing labor productivity by creating an effective digital production environment, facilitating the development of safe work culture practices as one of the keys to improve the efficiency of industrial production. To address this problem, methodological approaches such as dialectical, process, and systems were used, enabling the application of theoretical, logical-intuitive, and empirical research methods. Among the latter are comparative and measurement methods. The results of investments aimed to improve safe work culture practices are measured by both a reduction in injuries and an increase in labor productivity. Mechanization and automation accelerate the production process and facilitate the work of staff. All this leads to an increase in output. Thus, investments in safe work culture practices lead to scientific and practical effectiveness within an individual industrial enterprise and as well as the industry and national economy as a whole.

Keywords: industry, safe work culture, labor productivity, digital production environment.

Jalilzoda A.A.

Tajik State University of Commerce, Institute of Economy and Trade, Candidate in Economics, Associate Professor, Director

Komarova, G.B.

Tajik State University of Commerce, Institute of Economy and Trade, Candidate in Economics, Professor, Professor of the Department of Economics and Entrepreneurship

Analysis of structural changes in the labor market of the Republic of Tajikistan in the context of economic transformation. P. 207-219.

Abstract. The transformation of economic relations characteristic of the current stage of economic development in the Republic of Tajikistan has a significant impact on socio-economic processes and the development of the labor market. Key trends in the national labor market in the republic include: significant and sustainable growth of the resident population, high birth rate growth, increasing labor supply over demand, active labor migration, and others. The state of the labor market is a critical factor in ensuring the effective functioning of the national and regional economies, acting as a catalyst for the well-being of the population and their employment. The purpose of this article is to study trends in the labor market of the Republic of Tajikistan, identify development trends, and assess its current state in the context of the transformation of economic relations at the regional level. To achieve this goal, general scientific methodological tools were used, including observation, generalization, comparison, analysis, and synthesis. This study found that the current state of the labor market is highly dependent on economic conditions, that is, on the balance of labor supply and demand. This balance is influenced by multiple determinants, including demographic, economic, political, and institutional factors. A comprehensive analysis and forecasting of the aforementioned determinants enables the

development of strategically sound measures aimed at achieving a sustainable balance in the labor market at both the national and regional levels.

Keywords: labor market, labor supply and demand, labor force, unemployment, employment, labor migration, human resources policy.

Marketing, Commerce and Logistics

Tarasova E.E.

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

Isaenko E.V.

Belgorod University of Cooperation, Economics, and Law, Doctor of Economics, Professor, Rector, Professor, Department of Economics

Tarasova K.V.

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

Contemporary trends in e-commerce: theoretical and methodological approach.

P. 220-230.

Abstract. The aim of the article is to identify the main trends in e-commerce based on the development of a theoretical and methodological approach, including the mechanism, methods and tools for promotion in the digital environment. The proposed e-commerce mechanism is based on the interaction of its key components: platform; interaction model; transaction process; payment methods; logistics and fulfillment; information systems; security; support and service; functioning. The article analyzes the dynamics of the e-commerce market, presents data on the performance of the main marketplaces, and defines the criteria for choosing marketplaces by buyers. In the process of writing the article, general scientific and economic-statistical research methods were used: grouping, comparison, index method, systems approach. Statistical information was collected, which made it possible to identify the features of e-commerce and determine the trends in its development in the digital economy. The study examined the methods and systematized the tools for promoting goods on marketplaces. The main promotion tools include: video content, social commerce, marketplaces, payment innovations, personalization. Key trends in e-commerce have been identified, with a primary focus on systematizing technological trends related to artificial intelligence and automation, immersive technologies, omnichannel, accelerated logistics, and mobile solutions.

Keywords: e-commerce, marketplaces, promotion methods and tools.

Ponomareva V.E.

Belgorod University of Cooperation, Economics, and Law, Candidate in Engineering, Associate Professor, Head of the Department of Catering Technology and Commodity Science

Dogaeva L.A.

Belgorod University of Cooperation, Economics, and Law, Candidate in Engineering, Associate Professor of the Department of Catering Technology and Commodity Science

Pashentseva L.P.

Belgorod University of Cooperation, Economics, and Law, Senior Lecturer of the Department of Catering Technology and Commodity Science

Food product quality from a consumer perspective. P. 231-240.

Abstract. The aim of this research was to examine the food quality requirements of Belgorod consumers, using semi-finished meat products as an example, for further use in the design of new products. General scientific methods, sociological methods, and the quality function deployment (QFD) method were used in the research. Regulatory documents establish requirements for the following characteristics of food products: safety, consumer properties, authenticity, and grade. A survey of Belgorod consumers revealed that the most important quality characteristics of semi-finished products for consumers are taste and smell, appearance, consistency, and the absence of vegetable proteins. To establish the relationship between organoleptic characteristics and measurable characteristics, a core consumer preference matrix was constructed using the quality function deployment (QFD) methodology. Expert assessments revealed a correlation between consumer quality requirements for semi-finished products and measurable quality parameters. The top criteria for selecting semi-finished products were the composition of the product, freshness, appearance, price, and previous consumption experience. When purchasing food products, information about the product's composition, manufacturing date, and expiration date are of the utmost importance to consumers, as these are important factors determining product quality. The obtained research results can be used in the development of new food products.

Keywords: food quality, food quality, food safety, food quality requirements, consumer preferences.

Tofan A.L.

Donetsk State University, Candidate of Economics, Associate Professor, Associate Professor, Department of Enterprise Economics

Anti-crisis marketing in the digitalization era: risk assessment and algorithms for sustainable growth. P. 241-251.

Abstract. This article explores crisis marketing in the context of digitalization, with a focus on risk assessment, adaptation of traditional tools, and the development of algorithms to ensure sustainable business growth. The aim of the study is to construct a scientifically grounded model of crisis marketing tailored to the challenges of digital transformation, including technological threats, shifts in consumer behavior, and intensified competition in the online environment. The research employs a combination of theoretical analysis, comparative evaluation, classification, and systematization of conceptual approaches, along with empirical analysis of digital tools and strategies. The author examines the complex risks associated with digital transformation—technological, behavioral, and competitive—and identifies key categories of digital risks (strategic, technological, operational, reputational, resource-based, and regulatory), along with methods for their mitigation. The analysis reveals that modern crises are multifaceted, and digitalization reshapes response strategies by introducing both new opportunities and emerging threats. The dominance of digital tools such as artificial intelligence, omnichannel marketing, and Retail Media is highlighted. The study proposes a systematic methodology for assessing digital risks, including the Digital Resilience Index (DRI), and presents the ADAPT model designed for rapid response and threat minimization. Particular

attention is given to practical instruments such as dynamic pricing, AI-driven data analytics, and distribution optimization, which enhance business competitiveness. The findings demonstrate that integrating adaptive strategies and digital technologies enables companies not only to overcome crises but also to achieve long-term sustainable development.

Keywords: anti-crisis marketing, digitalization, digital risks, business resilience, cybersecurity, adaptive strategies.

Polshakova N.V.

Synergy University (Moscow), Candidate in Economics, Associate Professor, Department of Informatics and ICT

Ananiev V.V.

Synergy University (Moscow), Postgraduate Student

Comparative characteristics of branding in entrepreneurial structures: Russian and foreign experience. P. 252-265.

Abstract. The article presents a comparative analysis of branding processes in entrepreneurial environments in Russia and abroad. The urgency of researching branding stems from the rapid development of markets, increasing competition, and the growing importance of branding in securing company competitiveness. Nowadays, the success of any organization depends not only on the quality of its products or services but also on its ability to build a strong brand that ensures a stable market position and facilitates effective engagement with consumers.

The main goal of this article is to conduct a comparative analysis of branding processes in entrepreneurial structures in Russia and foreign countries. The study aims to identify key aspects of brand creation and promotion, examine consumer perception of brands, and determine similarities and distinctions in branding approaches in domestic and international contexts.

In line with the set goals, the authors delve into the historical background of the brand concept's emergence and various strategies used in its formation in both national and foreign practice. The influence of factors impacting consumer perception of brands is discussed, particularly emphasizing trust in domestic manufacturers and the role of cultural traditions in shaping corporate image. Specific examples of successful Russian brands operating in today's dynamic market conditions are presented, alongside universal patterns of effective brand management. Additionally, particular focus is placed on the experience of global corporations such as Apple and Coca-Cola, showcasing their capability to elicit unique emotional responses among consumers.

A conclusion is drawn about the importance of adopting a holistic approach to branding, encompassing strategy, design, communication, and investment in crafting a consistent positive image of companies and their products among target audiences.

Keywords: brand, brand management, branding, brand building, brand communication, competitiveness, consumer behavior, economy, marketing, Russia, foreign markets.

Antonova O.V.

Kursk Institute of Cooperation (Branch), Belgorod University of Cooperation, Economics, and Law, Senior Lecturer, Department of Economics and Management

Chernyshev A.I.

Kursk Institute of Cooperation (Branch), Belgorod University of Cooperation, Economics, and Law, Candidate in History, Associate Professor, Department of Economics and Management

Krivdina O.A.

Kursk Institute of Cooperation (Branch), Belgorod University of Cooperation, Economics, and Law, Senior Lecturer, Department of Commodity Science and Technology Disciplines

Analysis of marketing activities of universities in the Kursk region. P. 266-275.

Abstract. The purpose of this article is to analyze the marketing activities of leading universities in the Kursk Region and to identify their development prospects in the information space. The following universities of the Kursk region were taken as objects of the study: Kursk Institute of Cooperation (branch) of the ANO VO "Belgorod University of Cooperation, Economics and Law", Kursk State University, Kursk State Medical University, Kursk Academy of Public and Municipal Service, South-West State University, Kursk State Agrarian University named after I.I. Ivanov, Regional Open Social Institute, Financial University under the Government of the Russian Federation (Kursk branch), Kursk Institute of Management, Economics and Business. The following methods of scientific knowledge were used during the study: observation, analysis and synthesis, generalization and systematization, comparison, abstract logical, content analysis. The sources for analysis included data from the official websites of educational organizations, social networks and instant messengers: Telegram, VKontakte, Odnoklassniki, as well as activities related to the media, press services of universities, etc. The main goals of the marketing activities of the university were defined: formation of a positive image; feedback from consumers; Active promotion of educational products and the university brand in the digital environment; interaction with all stakeholders; and more. Key prospects for strengthening the position of Kursk Region universities in the information space are outlined: creating a unified ecosystem of university information resources; expanding the university's social media following; creating and developing its own media outlets, including student media; and developing the university's brand through outdoor advertising and the production of its own souvenirs and printed materials.

Keywords: marketing activities, university, information space, brand, official website, social media.

Ordynets A.A.

A.N. Kosygin Russian State University (Technology. Design. Art), Senior Lecturer

Practical need for optimal budget distribution for advertising and marketing activities in the enterprise's activities. P. 276-285.

Abstract. In a situation of unprecedented market competition, where the importance of the struggle for the consumer takes on a completely different format due to the rapidly changing business landscape, there is a need to spend the marketing and promotion budget in a rational manner, given the limited financial resources. Every investment in advertising and marketing strategies must be as effective as possible and result in at least a return on investment (ROI). Poor budget allocation not only fails to achieve the set goals – increasing brand awareness, attracting new customers, and increasing sales, but also causes significant damage to the company's reputation, reducing its competitiveness in the market. Determining the optimal budget allocation requires a comprehensive approach that takes into account various factors, including the target audience, the specific nature of the product or service being offered, the communication channels used by competitors, and general economic trends. Effective budget allocation is not just an intuitive decision, but the result of in-depth market analysis, careful planning, and continuous monitoring of the effectiveness of each campaign. The most important

step is to define the strategic goals that the company aims to achieve through its advertising and marketing efforts. This can be an increase in market share, strengthening the brand's position in a specific segment, attracting new customers from a particular target group, or increasing the loyalty of existing customers. Clearly defined goals allow for the identification of key performance indicators (KPIs) that will be used to evaluate the effectiveness of each advertising campaign and marketing activity. Given the importance of this topic, this article proposes a solution to the described problem using mathematical programming methods, similar to the transportation problem and other frameworks.

Keywords: marketing strategy, budget optimization, effective channel selection, economic and mathematical formulation, promotion, and commercialization.

Molokova A.A.

Ural State University of Economics, Yekaterinburg, Assistant of the Department of State and Municipal Administration

Determinants of territory marketing development. P. 286-296.

Abstract. In the context of exhaustion of extensive models of territorial growth, a new paradigm of regional development, as well as the complication of the geopolitical situation, understanding the determinants of the development of marketing of territories makes it possible not only to record the current state, but to simulate the trajectories of the development of marketing activities in different contexts. The specific purpose of the study is to identify systemic patterns in the development of marketing of territories due to the interaction of three key determinants: the main trends in marketing as a general theoretical and methodological basis, the evolution of scientific approaches to understanding the essence of territories as a special object of management and the transformation of the role of the state in regulating territorial development. The main method is monographic cabinet research. The logic of the study is built from general to particular through analytical decomposition, abstraction and grouping to integration into a limited number of concepts, through which a typology of key characteristics of modern territory marketing was constructed. Based on the results of the work, the main trends that determine the nature of the marketing of the territory were identified. It was concluded that modern marketing of the territory is aimed at creating collective value and balancing the interests of all stakeholders, has network characteristics and is participatory, is built into the system of public management and strategic planning of the development of territories.

Keywords: territory marketing, evolution of general marketing, role of the state, territory characteristics.