**ANNOTATIONS OF ARTICLES.**

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**ECONOMIC SCIENCE**

A.V. Azizova

BUSINESS MODELS FOR SHAPING BUSINESS PROCESSES AT INDUSTRIAL COMPANies

A methodology for designing a business model used to organize production activity of an industrial company is investigated. The key business models of an organization are examined. Application of business models within the framework of improving the business efficiency concept has been substantiated.

*Keywords:* business model, the concept of socio-ethical marketing, outsourcing, lean manufacturing, reengineering

M.J. Banzekulivaho

Improving efficiency of tangible assets management   
within the supply chain of petrochemical ENTERPRISEs

The article deals with theoretical and methodological aspects of inventory management within the supply chain of an enterprise. The issues related to rationing the inventory of industrial enterprises are considered. The characteristic is provided for the various systems of inventory management at industrial enterprises, and the criteria for their effective selection are clarified. The results of the inventory management system analysis at one of industrial enterprises of the petrochemical complex of the Belarus Republic are presented. The challenges relating effective inventory management within the supply chains of enterprises are identified, and ways to solving the problems have been proposed.

*Keywords*: efficiency of inventory management, supply chain, petrochemical complex, industrial enterprise, objectives achievement strategy, staffing, information and documentation support, effective strategy

N.I. Borisova, A.V. Orikhoskaya, S.A. Shishkovets

REGIONAL ASPECTS IN THE DEVELOPMENT OF SMALL AND MEDIUM SIZE ENTERPRISES IN MODERN CONDITIONS

The article deals with development of small and medium-sized businesses in Russia. The problems with creation of the small and medium size enterprises are investigated. The provided analysis related the state participation in the development of small and medium-sized enterprises, as well as the aims and objectives of state support of entrepreneurship in the Russian Federation, advantages and disadvantages of small and medium-sized businesses.

*Keywords*: small and medium entrepreneurship, goal, objectives and measures of state support of small and medium size enterprises, advantages and disadvantages of small and medium size enterprises

A.V. Vasina

STRATEGIC MANAGEMENT FUNCTIONS APPLIED  
TO PARAMETERS OF an INNOVATION PROJECT

The article considers the need to identify the parameters of an innovative project among its main characteristics, as well as application of strategic management tools to these parameters throughout the life cycle of an innovative project. The author presents the ideas relating the stages of strategic management, as well as a set of core functions of strategic management applicable to the specific parameters of the innovation project distributed across the management stages and phases in the life cycle of an innovation project.

*Keywords:* innovative project, parameters of innovative project, strategic management, functions of strategic management, innovative economy

M.N. Volkov

IMPORT SUBSTITUTION programme IN RUSSIa   
AS A METHOD for sustainable economic growth

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We consider the issues of import substitution programme in Russia connected with economic sanctions imposed against the country, and a possibility of introducing import substitution programmes into Russian enterprises. The emphasis is placed on conditions reducing the country’s dependence on imports.

*Keywords*: import substitution, economic development

F.F. Galimulina

a RESEARCH into SCIENTIFIC POTENTIAL   
of MANUFACTURING activity in russia AND rebublic of TATARSTAN

The article presents the results of research into the scientific potential of chemical industries in Russia and the Republic of Tatarstan. A comparative analysis of innovation and patent activity of Russian and foreign organizations was conducted. The outcome of the research relates the construction of an integral matrix which shows positions of the entities of the Russian Federation, and the level of knowledge-intensiveness in the chemical industry.

*Keywords:* chemical industries, scientific potential, patent activity, USA, Russia, the Republic of Tatarstan

L.V. Gluhova, A.N. Antsiborov

simulating fabrication processes IN THE CA ERWIN PROCESS MODELER at AVTOVAZ Company

The process approach in organizing production and quality management of process activities at enterprises is substantiated. A model has been developed to shape the risk-oriented thinking of the managerial staff connected with production processes. A fragment of knowledge-based competencies relating risk-oriented thinking shaped in the welding industry is presented.

*Keywords*: quality management, process approach, process diagram, shaping the knowledge-based model

O.N. Grimashevich, M.A. Zhilnikova

Analysis of product distribution channels at enterprises

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The criteria for the classification of product distribution channels are presented. The focus is made on the analysis of product distribution channels at enterprises in theory and practice.

*Keywords*: economy, sales, enterprise, distribution channels of enterprise products, the sales system

N.A. Dubko

INFLUENCE OF SMALL-sized BUSINESS   
ON REGIONAL DEVELOPMENT in BELARUS

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The article considers advantages of small-sized business and, as an example, presents the territorial location of small business enterprises and individual entrepreneurs in Vitebsk region. The problems of regional entrepreneurship are emphasized. The trends in the influence of small sized business on the development of the regions in Belarus are given.

*Keywords*: small-sized business, regional entrepreneurship, territorial location of small enterprises, regional development

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B.S. Elsukov

shaping a STRATEGY for the DEVELOPMENT   
of fRANCHISe projects under current economic conditions in Russia

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The article presents the statistics and characteristics of franchising, and considers the development of projects based on franchising as a tool for the development of entrepreneurship in the present-day conditions of domestic economy. The author summarizes scientific approaches describing the strategies for the development of franchise projects.

*Keywords*: franchising, franchise, Russian franchise association, shaping a project development strategy

T.Yu. Ksenofontova, A.V. Smirnova

creating public-private management mechanisms for improving innovation standards OF INDUSTRIAL PRODUCTs

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Special economic zones are considered as tools for innovative development of industries under conditions of the public-private partnership. Special economic zones act as an infrastructure factor for increasing the region’s investment attractiveness. The features of special economic zones and directions for the development of the production sector in these territories are presented.

*Keywords*: special economic zones, the mechanism of state management, public-private partnership, centers for innovative growth

S.S. Kudryavtseva

DIGITALIZATION OF ECONOMY   
IN OPEN NATIONAL INNOVATION SYSTEMS

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A review of development trends of innovative and digital economy in Russia is provided. The purpose of the article is to create models used to determine the trends in the development of open innovation systems in the conditions of emerging electronic economy. The author proves the urgency of introducing a model for open innovations in the management of innovative systems under the process of digitalization of economy. A forecast relating the benefits of digital economy in forming the GDPs of the countries on the global scale is presented.

The article was supported by the Russian Foundation for Basic Research (Grant No. 18-310-00213).

*Keywords*: digital economy, national innovation system, open innovation, e-economy, digitalization of economy, innovation activity

N.A. Nemchinov

THE ROLE OF INTELLECTUAL PROPERTY IN INNOVATION   
AND DEVELOPMENT OF NEW PRODUCTS

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The competitive strategies of private enterprises in a market-oriented business environment are considered. The term “innovations” is used to designate the process of delivering valuable new products (goods and services) to the market, i.e. from the stage of developing an idea / concept to the successful launch of a new or improved product on the market or the result of this process, in order to satisfy the explicit or implied needs of current or potential customers. The evidence is given that intellectual property rights can be effectively used to promote successful innovation.

*Keywords:* intellectual property, innovation, enterprise, product, competition, marketing

A.V. Petrikov

government control OF regional INNOVATIon and growth in russia

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The state policy concerning innovative development of the regional economy is considered. The goals and objectives of the strategy of innovative development of the Russian Federation are revealed. These are used to estimate the tasks, goals, provisions and principles of innovation development in the regional economy. The functions of regional authorities and the algorithm for creating a regional strategy are determined. Specific measures for its implementation are given, as well as the challenges faced by the regional authorities.

*Keywords:* regional economy, innovation, regional development, algorithm of strategy creation, innovative economy

D.A. Prosvirina

LABOR MARKET AS AN ELEMENT   
OF TERRITORIAL SOCIO-ECONOMIC SYSTEM

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The article provides an overview of approaches to the definition of the concept of "labor market" in the Russian and foreign economic literature. The most common approaches in the modern economic literature are highlighted, their advantages are considered. The necessity of forecasting the needs of the economy in human resources is substantiated.

*Keywords:* labor market, unemployment, social and economic development, human capital, market economy, gross national product, highly technological production, forecast of the need for labor resources

А.A. Sozinova

investigating the PROSPECTS for ECONOMic growth   
WITHIN THE FRAMEWORK OF business REORGANIZATION

The purpose of this article is to investigate the prospects for economic growth within reorganization of enterprise structures. The author presents a methodology for assessment the prospects of economic growth within reorganization of enterprise structures. The proposed methodology was tested at the printing plants of located on the territory of two entities of the Russian Federation: Kirov region and Republic of Udmurtia.

*Keywords:* reorganization of enterprise structures, economic growth, disproportions of economic development, competitiveness of enterprise structures

А.A. Firsova

ANALYSIS OF sustainable DEVELOPMENT OF the REGIONAL HIGHER EDUCATION systems

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Strengthening the role of education in economic development of the regions determines the relevance of the research, which allows for estimating the consistency and effectiveness of higher education development in the regional economies. The purpose of the article is to analyze the operation and sustainability of the regional higher education systems in terms of congruence of training students for employment in the regional economy sector. The analysis is focused on the structure of average annual number of employed in various types of economic activity, and distribution of students across the regions of Russia within the period of 2016. This allows for estimating the congruence of the areas of student training in the regional higher education systems to the structure of the regional economy and its staffing needs across Russia and within the framework of entities of the Russian Federation. The analysis relates the demand for specialties and the rate of employment of graduates within integrated groups of specialties in the regions. A map of the regions of the Russian Federation was constructed depending on the level of employment of graduates. The provided conclusions relate the sustainable development of the regional higher education systems. The typology of the regional systems of higher education is defined based on the level of employment of graduates.

The reported research was supported by Russian Foundation for Basic Research, project № 18-010-01115 “Development of methodology and tools for assessing the effectiveness of regional higher education system and modelling its balanced development”.

*Keywords:* regional systems of higher education, labor market, regional economy, graduate employment

R.V. Fomin

DIGITAL TECHNOLOGIES IN THE REAL SECTOR OF MODERN regional ECONOMY: PROBLEMS AND PROSPECTS

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Interest in application of digital technologies in the real sector of regional economy in Russia is ever-increasing. The regions focus on real digital revolution aimed at automation, optimization, and efficient manufacturing processes. Widespread introduction of digital technologies is the mainstream of the world economy within the recent decade. In agriculture as the backbone of the real economy sector in the regions of Russia, The industry standard is based on utilization of geopositioning systems, integrated management of machinery fleet, and precision farming.

*Keywords:* automation, optimization, agriculture, increase in productivity, scientific and technical progress, digital technologies, profitability

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