portion, and the organization as a whole. In addition, each building company will be able to adequately estimate the performance indicators of its operations, taking into account such functioning peculiarities as the duration and urgency of construction process.

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UDC 330.332

TRADITIONAL ACTIVITIES IN THE REGION AS THE FACTOR OF IMPORT-SUBSTITUTION MODEL OF THE MODERNIZATION THE RUSSIAN ECONOMY

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The article considers the state of the traditional crafts in the region based on the example of the Udmurt Republic. The factors of the import-substitution model have been selected. The ways of the Russian economy modernization through the development of traditional crafts on the basis of import-substitution model have been defined.

The crisis in the global economy and the imposition of economic sanctions against Russia on the part of the developed Western countries have acquired a special urgency import substitution model of the modernization of the Russian economy. One of the most important areas of it lying on the regional level (especially in the Russian republics - and they number 22, i.e. approximately a quarter of the total number of subjects of the Russian Federation) is the renewal and development of the traditional crafts, which has long been engaged in the titular nations and nationalities living in them.

The aim is to determine the regional factors and features of the restructuring, modernization and upgrading (especially import-substitution model of modernization) of the Russian economy on the basis of the analysis and the study of positive foreign and domestic experience of innovative development of the reproductive systems. We used **the methods** of the comparative statistical analysis, strategic analysis and observations.

Modernization, technical reequipment and progressive restructuring of the Russian economy through the use of innovative technologies (including nanotechnology, biotechnology, etc.) are crucial for the effective innovative development of the country and the growing competitiveness of domestic products. All this will reduce the dependence of the level and pace of socio-economic development of the country of income due to export of resources to undertake the restructuring of the domestic economy, such as that advocated for a long time. It is also important that, this results in the improvement of the image of Russia, which is still often identified with a raw-material appendage of the developed world. Thus, in general, the global experience shows that the growth of the investments into the innovative sectors of the economy contribute to the accelerated development of the national economy of the country and to the raise of the average population living standard.

Thus, taking into account regional and sectoral characteristics is of a great importance during the modernisation being carried out. For example, one of the most important forms of the modernization in the republics of the Russian

Federation which amount to 22 (i.e. almost one fourth of all subjects of the Russian Federation) will be the revival of folk crafts, once developed by the titular nations of these republics, which will also contribute to the process of import substitution. In the Udmurt Republic it is the cultivation of flax, which was intensively developed in the Imperial period the country's development (the end of XIX - beginning of XX centuries) and early (20th – 30th years of XX century) period of the existence of the Soviet Union. In these time periods the Udmurt Republic was among the three regions, being the country's largest producers of flax and its products.

Flax in the conditions of the Udmurt Republic is a traditional industrial crop and its cultivation on the territory of the Republic started in ancient times [1]. Currently flax is grown in 15 regions of Udmurtia, mainly in its Northern part and the area occupied by crops of flax, in recent years it amounts to about 15 ha. According to this indicator, the Republic is in the second place in Russia after Tver region, and for the collection of flax it is in the third place. The specific weight of the Udmurt Republic in the total area of flax production in Russia, accounts for 12%, and the share of the gross harvest of flax-fibre – about 10%. The overall flax complex of the Udmurt Republic includes about 45 collective and private farms, 2 flax seeds station and 15 flax processing factories. A general idea of the development of the flax complex of the region in recent years is presented in the table [2].

Table – The development of the flax complex in the Udmurt Republic

Indicator	1990	2007	2008	2009	2010	2011	2012
Acreage, thousand hectares	18,2	12,5	11,4	9,1	10,3	12,6	14,8
The production of flax fibre, tons	5648	5549	5897	5692	5832	5974	6126
The yield of flax fiber, centners per hectare	4,1	5,1	6,1	6,7	6,9	7,1	7,4

Source: own development on the basis of source [4].

The table shows that in the second half of 2000s the indicators characterizing the total area of flax production in the region dropped significantly. This was for several reasons, including the global financial and economic crisis in 2008-2010 and the fact that flax plants in Russia dramatically lowered the prices at this time, relying on cheaper imported fiber, mainly from China. For this reason, the flax mills of the country during that period accumulated significant debts to the farms engaged in the cultivation of flax. Another reason for the difficult situation in the industry was the partial financing of the target program from the budget of the Udmurt Republic (about 60% of the planned). Local municipal budgets generally allocated only about 3% of the planned amount. Only the Federal budget money were allocated almost in full.

To overcome the situation in the region in recent years they began to develop new innovative technologies of the production of deep processing of flax, i.e. the final product, allowing us to process the fiber produced by the flax mills of Udmurtia providing demanded and competitive products for the Russian and global markets. Since 2007 the Republican program "Development of flax complex of the Udmurt Republic" has been implemented, the activities of which are aimed at increasing the production of flax products and improving the efficiency of production at the enterprises of the flax complex of the Republic [3]. A significant role can be played by a regional society of consumer cooperatives, which had a significant impact in the process of cultivation of flax before.

The revival of the flax industry of the region requires a comprehensive approach [4]. In connection with the disparity of prices on industrial means of production and agricultural products, as well as due to the necessity of state support of the flax production involving the recovery of the costs of acquisition of mineral fertilizers and fuel and lubricants, within the Republican complex target program "Development of flax complex of the Udmurt Republic" a subsidy was provided on the production of flax in the amount of 1200 rubles per a ton of flax fiber, and the Federal budget allocated additional 3,000 rubles subsidies per a ton of flax fibre.

Targeted and comprehensive solution of the problem by using the programme method should lead to the execution of the tasks on the system development of the flax complex of the region that will contribute to:

− increasing productive capacity, including technical and technological equipment of the enterprises in the field of flax growing;

− the implementation of new intensive technologies of cultivation of flax for the purpose of further increasing its production;

− introduction of flax processing enterprises high-performance, resource-saving equipment to increase production and improve the quality of flax fibre;

− employment in rural areas and development of personnel potential of the enterprises of the flax complex of the region.

The society of consumer cooperation could increase production and also such traditional Udmurt folk arts as beekeeping, forest crafts, crafts toilet (dressing mats, mats, sacks, dyeing wool, paper, linen fabrics and yarns). In other republics of Russia there is a similar situation – they can develop other kinds of half-forgotten folk arts, often called ethnoeconomics.

However, despite the fact that the necessity of the modernization as a basis for growth of competitiveness of the Russian economy have long been spoken about, the real results of this process are still very far from the required standards. Insufficiently high pace of this process is associated with a number of factors, including limited resources and reserves modernization [6]. As you know, the implementation of restructuring and technical modernization of the economy requires extensive resources: financial, material, innovative, employment. Where to take them from?

The development of theoretical problems of studying the influence of structural adjustment and technical upgrading of production efficiency in a market system is important for the increase of the level of product competitiveness and economic efficiency of the Russian economy. The challenges of economic growth, identifying of the different stages of economic development have been studied by many Russian and foreign scientists. Along with widely known in our country formational and civilizational approaches, abroad much attention is paid to different scientific concepts, for example, the process of the movement of the economy from agrarian to industrial and post-industrial stages. One of the newest and most well-known theories of economic development, which is elaborated, in particular, by the world's largest specialist in the field of analysis of the phenomenon of competitiveness Michael Porter and it is the following.

There are four special stages of the competitiveness of the national economy, corresponding to four main driving forces, or incentives, determining its development in different periods of time: 1) factors of production; 2) investment; 3) innovation; 4) wealth. At the first three stages of the growth of competitiveness of the national economy that, as a rule, is combined with the growth of welfare. The fourth stage signifies a gradual slowdown and, eventually, decline. In accordance with this approach, individual countries are classified in terms of competitiveness of their industry in the world economy.

At present, domestic resources for the implementation of the modernization of the Russian economy should be sought, according to the author, in utilizing revenues in the raw materials sector for general economic goals by increasing the rent payments, introduction of a progressive scale of taxation on incomes, the full savings of public funds, as well as more active involvement in the real economy with the financial resources available to the public. All this will require radical changes of the business law, taxation, and the imposition of strengthened state regulation of social development. It is very important to increase government funding for basic and applied research and development (note that knowledge-intensive technologies and production, as well as the whole field of scientific and technical progress, constantly becoming more expensive, which is an objective world tendency).

In this regard it should be recalled that the leading engineering of the modern state, such as Japan and South Korea, in the middle of the twentieth century were very backward (South Korean economy was destroyed after the Korean war and the division of one Korea into two States – North and South Korea, and Japan 1950 was less than the U.S. GDP is more than 30 times, whereas already in the mid 80s, the gap was only 2 times). Successes both of Japan, and South Korea (since the 80s of XX century the country showed the highest GDP growth rates in the world) have been largely associated with high rates of capital accumulation, especially since the 60s (this rate reached 25 per cent of the national income, which is a lot).

This high rate of capital accumulation was to a considerable extent due to the policy of fully saving, which was carried out by the governments of these countries in that period of time. Such variant of economic policy should be conducted in Russia at present (sorry it doesn't fit with the glamorous luxury show our businessmen, especially the oligarchs – recall that, despite the financial and economic problems, the number of dollar billionaires in Russia has increased almost twice).

The increase in the rate of accumulation of capital necessary for the modernization and technical re-equipment of the Russian economy, can be achieved by creating an extensive system of state stimulation of research and development systems, including through the introduction at the enterprises of mandatory standards introducing new and modern technologies (recall that the last time the coefficients of disposal and replacement of fixed assets significantly decreased in comparison with the socialist period) [7].

In determining the factors and conditions of the modernization its multivariate nature should be taken into account. So, options for the modernization of the economy can vary for a period, the period of implementation. In this regard, we can recall different types of technical reequipment associated with the process of industrialization. As you know, there are three variants of industrialization:

1) when the emphasis is on the development of light and food industry (the so-called capitalist industrialization variant);

2) the emphasis is on the development of heavy industry (socialist industrialization option);

3) variant of industrialization, when there is no clear focus on the development of a single group of industries.

As a rule, bet on the capitalist variant of industrialization leads to a more long term technical re-equipment of the economy compared to the socialist option of industrialization. In addition to the selection of varieties of industrialization, linked to internal factors, there are two type – options export-oriented and import-substituting industrialization associated with external factors. The import substitution model of the

modernization, which is often also called neoindustrialization, is especially topical in Russia at the present time due to economic sanctions imposed by Western developed countries [8].

In Russia you can also offer various options of modernization of the economy. Two extreme options are as follows: reliance on high technology and preferential investment in high-tech industry, primarily on the basis of the MIC, to another scenario where the primary emphasis is on the development of civilian industries, consumer sector, resource-saving technologies mainly of the traditional type. In the latter case, the development of the consumer sector becomes a powerful stimulant for development of investment sector, however, this is a longer path from the point of view of entering the post-industrial era. In our opinion, in Russia there should be implemented the compromising variant including a mixture of elements of these two extreme variants of the modernization, that is, in the form of a rational combination of elements of different technological structures.

The choice of the modernization of the economy depends on many factors: the capacity of the country, the degree of technological development, the foreign economic situation, including economic sanctions against Russia currently and many others. So, remember that due to the difficult foreign policy situation in the 30s of XX century in the USSR a simplified model of industrialization was chosen as the necessary and only possible in that difficult time when the priority was placed on the development of heavy industry and military-industrial complex.

Taking into account that nowadays Russia belongs to the group of so-called "catching-up" countries the domestic enterprises, according to the author, should choose a model of the modernization with a relatively small period of its implementation, as otherwise the developed countries in its technical and economic development will again go too far forward, and Russia will again be on the periphery of the developed world.

This period is characterized by the so-called structural paradox, as the improvement of the sectoral structure of the economy in the future will be achieved only when there is a temporary deterioration of it at the present time in view of the imminent increase in the share of GDP attributable to mining and manufacturing. This priority must be placed on strict measures of state regulation of economy, for the classical liberal monetary methods in the context of a catching-up economy even more alienate the overall level of development of the Russian scientific and technical progress of the world level.

The choice of an optimal model of Russian economy modernization can also help to develop a general theory of the modernization of the economy, which is based on the study of international and domestic experience in the implementation of the technical upgrading and structural adjustment of the economy and will reveal the types and models of the modernization, the proposed approaches to the classification of various innovations (in particular, among other things, in our view it is advisable to distinguish the innovation of the intensive and extensive types [5]), as well as the conditions, features and factors of choosing the optimal model of the modernization in different countries. In particular, a retrospective analysis of Russian economy development indicates that major reforms carried out during the periods of socialist industrialization and collectivization of the country, ended in a positive way only if they found support not only from below but also from above. Currently, the government is well aware that without the implementation of major economic reforms, the aim of which is the modernization of the economy (especially import-substituting model) simply can not be achieved. Essentially linked to this is the problem of survival of Russia as a great state. All this should also be considered when developing the general theory of the modernization of the economy. The speedy development of the main principles and regularities of the general theory of the modernization will help to create the methodological basis for the development of effective variants of technical re-equipment and restructuring of the domestic economy.

Conclusions. Thus, the process of the modernization of the economy apart from the technological aspect includes ethnic, social, environmental, ethical, aesthetic and other aspects. The development of the crafts of the titular nations of the republics within Russia will contribute to the implementation of the effective economic policy of import substitution in the whole country and its regions, as well as the development of import-substitution model of the economic modernization of the country as a whole.

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UDC 656.025.4

ESTABLISHMENT AND MANAGEMENT OF CARGO TRANSPORTATION AT FREIGHT FORWARDING ORGANIZATIONS

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The article analyses the business process "Transportation", identifies the functions, the composition of the procedures, the main documents and executants, as well as exemplary network diagram of this business process.

A business process is a regularly repeated sequence of interrelated activities (operations, procedures, actions), during which implementation the resources of the external environment are used, the value for the customer is created and a result is given to him [1].

In many freight forwarding companies the business process «transportation» is of great importance. Table shows the general scheme of the business process «transportation».

Table – Analysis of the business process «transportation»

Executed business processes/functions	Composition of procedures	Main documents	Executors
1	2	3	4
1 Coordination of terms of receiving and sending cargo	receiving cargo information from the client; coordination of the information received; terms of delivery approval	Cargo documentation, client's designs, client's application for transportation organization	Head of the department of transport; traffic engineer
2 Formation of the contract for transportation	obtaining documents necessary for transportation from the client; signing up the contract with the client; registration of contract in the registry of contracts of the department of transportation	Contract, client's application for transportation organization	Head of the department of transport; traffic engineer
3 Determination of the optimal route for the delivery of cargo	analysis of the required parameters of the delivery of cargo; comparison of terms of delivery with the required parameters; establishing the optimal route; approval of the route	Contract, transportation order	traffic engineer
4 Rent of means of transportation	the signing of the contract with the transport companies to lease transport; registration of the contract in the register; obtaining vehicles	Rent contract, cargo documentation	traffic engineer
5 Organization of cargo transportation for the client	Formalization of transportation in internal software; preparation of documents necessary for the transportation; loading; performing the transportation; unloading [2]	Contract, waybill, CMR	traffic engineer, driver
6 Transportation control	Control of the timely submission of the rolling-stock; control of the compliance of the rolling-stock to customer requirements; control of the timely loading of the rolling-stock by the consignor; control of the timely delivery to the consignee; control of the timely unloading of the rolling-stock by the consignee	Contract, transport protocol, transport application, confirmation of the vehicle arrival	traffic engineer, driver