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ECONOMICS AND MANAGEMENT OF NATIONAL ECONOMY**IMPACT OF THE COVID-19 PANDEMIC ON THE DEVELOPMENT OF SMALL AND MEDIUM ENTERPRISES IN THE RUSSIAN FEDERATION**

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The article explores the impact of the Covid-19 pandemic on the development of small and medium-sized businesses that have faced a number of internal and external difficulties in their economic activities. The work revealed the role of small and medium-sized businesses in the development of the national economy of the Russian Federation, analyzed the influence of factors limiting the activities of SMEs in the context of the Covid-19 pandemic, considered the mechanisms for forming prerequisites for the sustainable functioning of small and medium-sized businesses in the context of the Covid-19 pandemic.

Keywords: *development, entrepreneurship, pandemic, support, leading indicator, factor, driver, growth*

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STATE REGULATION OF THE ENERGY MARKET DURING THE COVID-19 PANDEMIC: INSTITUTIONAL ASPECT

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The state of the energy market in the countries of the world and Russia during the COVID-19 pandemic is considered. Measures to support the energy market are analyzed.

Keywords: *energy market, economic development.*

DECENTRALIZATION OF THE ENERGY MARKET IN RUSSIA

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The process of decentralization of the energy market in Russia is considered. The prospects are analyzed and the tasks of the energy policy are set.

Keywords: *energy market, economic development.*

FEATURES OF THE DEVELOPMENT OF THE ENERGY MARKET IN THE ARCTIC

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Abstract: The energy market plays a paramount role in the development of a fair Arctic. The Arctic itself is the main region of Russia in terms of geopolitics, as well as in terms of economics, logistics and transport. The development of a fair Arctic region is a priority for the development of the Russian North. The article deals with the development of the international energy market and their impact on the development of the Russian Arctic region.

Keywords: *energy market, economic development.*

COMPOSITE MULTI-SECTION PILE. SCORE OF APPLICATION

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The production of solid long piles and their transportation over long distances are associated with certain difficulties. In these conditions, composite piles are used, which are easier to deliver to construction sites. For their immersion, you can use more compact piling equipment, which is important in cramped conditions. The article discusses the foundations that are made of composite multi-section piles. The scope of application was determined for them.

Keywords: *composite multi-section piles, indentation immersion, welded joints, metal corrosion, aggressive environments, rolls, cramped conditions, reconstruction of buildings and structures, bearing capacity, bending moments, jacks, perforated pipes.*

HR MANAGEMENT STRATEGY IN THE CONTEXT OF MANAGEMENT PARADIGM CHANGE: FROM HUMAN RESOURCE MANAGEMENT TO HUMAN CAPITAL MANAGEMENT

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This article analyzes the conceptual approaches to developing a personnel management strategy in the context of a change in the management paradigm that determined the transition from human resource management to human capital management. The dependence of the personnel management strategy on the chosen strategy for the development of the organization is determined. Options for a personnel management strategy are proposed depending on the chosen strategy for the development of the company. It is analyzed how the personnel management strategy forms personnel measures and personnel policy of the organization. The necessity of developing a strategy for managing the human capital of an organization as more appropriate in modern conditions is substantiated.

Keywords: *personnel management strategy, human capital, human resources, development strategy, personnel knowledge management strategy.*

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SUGAR PRODUCTION AND CONSUMPTION IN RUSSIA: A SITUATION ANALYSIS

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The relevance of the study is determined primarily by the fact that sugar is a socially significant food product, and the production and consumption of sugar and its derivatives both by the population and in industries is of great importance for the development of the national economy. The article presents a retrospective analysis of the dynamics of the key factors that determine the supply of sugar in the domestic Russian market: the dynamics of sugar beet acreage, the gross harvest of sugar beet, sugar production, exports and imports of raw sugar, and per capita sugar consumption in Russia. It is concluded that the combination of these factors ensures a normal supply of sugar in the domestic Russian market. The subject of the study is the economic relations that arise in the domestic sugar market in connection with the sharp challenges of the external environment. The results have a practical orientation, can be used in the management of industries, agro-industrial complexes, in the educational process of higher educational institutions, authorities, deputies.

Keywords: *sugar, sugar industry, sugar production and consumption dynamics, export, import, per capita sugar consumption, sugar boom.*

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ASSESSMENT OF TOURIST AND RECREATIONAL REGION OF THE NORTH-EASTERN PART OF THE REPUBLIC OF KARELIA AS AN ACTIVE ARCTIC REGION OF THE RUSSIAN FEDERATION

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At present, the Russian Federation protects a limited territory, characterized by great geopolitical potential. This article assesses the tourist and recreational region of the Republic of Karelia as dealing with the Arctic sector of the Russian Federation. The study analyzed the North-Eastern part of the Republic of Karelia as a regional Arctic zone. It was revealed that at present the municipalities of Karelia, which occupy 38 percent of the territory, belong to the Arctic zone. In the course of the study, a characteristic was given of the tourist and recreational region of the Arctic regions of the Republic of Karelia, a study of the tourist resources of the region and the current conditions for the implementation of the tourist and recreational region, an assessment of the tourist zone of the Belomorsky region was carried out. Monitoring of currently observed and promising tourist products of the “Belomorskaya” tourist zone reveals such areas for the implementation of tourist coverage as the development of excursion, cultural, educational and environmental tours, active recreation routes and designing places for stationary recreation. As a result of the study, in order to assess the tourist and recreational region of the Republic of Karelia, three scenarios for the development of the industry on the territory of the Belomorskaya Republic were considered. The scenario of maintaining the inertial dynamics of development remains, that the increase in the tourist flow in the republic limits the range, probably, by a high and insufficient flow of tourism products, while the share of unorganized tourism remains. The scenario of moderate development of tourism as one of the attractive areas of economic specialization, increasing the tourist flow to the republic. The new development scenario assumes a significant increase in the share of new economic activities, such as tourism, in the special economy of the Republic of Karelia. It was revealed that with the successful implementation of a special scenario for the development of tourism in a promising geographical area of observation, the tourist flow will increase significantly by 2025.

Keywords: *tourism and recreational potential, tourism resources, Arctic tourism, continental tourism, Arctic zone*

THE SIGNIFICANCE OF SMALL BUSINESS FOR THE COUNTRY'S ECONOMY AND CREATING CONDITIONS FOR ITS GROWTH

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The article discusses the importance of small businesses for the country's economy, their share in GDP, and defines the conditions that can increase the share of small businesses in the economy.

Keywords: *small business, GDP, financing, development, lending.*

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THE ROLE AND PLACE OF REGIONAL MARKETS FOR SERVICES FOR PERSONS OLDER THAN WORKING AGE

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The article discusses the general and specific features of the regional market for services for people over working age (hereinafter, LSTS) in the entire set of socio-economic relations arising from acts of exchange between service providers using regional resources and LSTS of a particular subject of the Russian Federation, or between neighboring subjects, municipalities, taking into account the growing impact of population aging on service markets. The directions for the development of service markets are considered by transforming them in relation to the needs of LSTV in a digital environment based on the systematic work of regional control centers, working groups and centers of competence based on the most significant factors and directions for improving the life of LSTV. Separate specific groups, including pre-pensioners, are singled out within the ecosystem of services for LPTS, taking into account the consideration of the possibilities and specifics of using the fundamental attributes of the market, including a significant increase in aggregate demand from LPTS, the presence of effective demand factors, the need for assistance and control from the state, which are considered in the context of characterizing the regional market of services for LSTV as a complex of organizational and economic mechanisms and institutions for coordinating the activities of service providers for LSTV within the boundaries of the region (municipal formation), which ensure fair competition and the conclusion of contracts, regardless of the form of ownership, based on the price factor and quality of services, in accordance with the state policy of social protection of the elderly, taking into account such specific functions. Considered as the most important specific characteristics of the requirement to take into account the need to ensure the transport, cost and temporal accessibility of LSTV to receive services, taking into account the level of income, the availability of the information base and the speed of receipt, taking into account physiological capabilities.

Keywords: *age, affordability, pension, region, market, demand, transformation, ability to work, service.*

FEATURES OF MANAGEMENT MODELS OF REGIONAL MARKETS FOR SERVICES FOR PERSONS OLDER THAN WORKING AGE IN THE COUNTRIES OF THE WESTERN WORLD

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The article considers the features of the management of regional markets for services for persons older than working age (LSTV). The characteristics of four market models for the provision of services and material support of a social orientation for people with disabilities, who are called the elderly or the elderly in Western literature, are presented. These are the Scandinavian, Anglo-Saxon and Latin-Roman models and the Bismarck model, which are based on such general market mechanisms as the formation of various sources of funding and organized permanent or temporary assistance that ensure the achievement of the goals of a decent quality

of life for PLHIV. First of all, this is support for everyone who seeks to generate funds at the municipal and even smaller territorial levels, in the form of budgetary funds, charitable contributions, direct formation of charitable funds, services of voluntary assistants (volunteers), the formation of funds from insurance payments, the functioning specialized social insurance systems, for example, organizing long-term care for people in dire need of assistance, assigning state and municipal benefits for these purposes from the budget of the country or municipality, implementing “start-ups” of technological innovations in organizing the provision of services using digitalization achievements. All this makes it possible to understand those possible directions for improving the market mechanisms of regional policy in the social policy of Russia, as in the countries of the European Union and the US states, in which decentralization of market relations to the level of a municipality, and even smaller territorial entities, prevails. Based on the identified functions of managing regional markets in different countries, a new concept for the LSTV is formulated as a regional service market as a complex of organizational and economic mechanisms and institutions for coordinating the activities of service providers for the LSTV within the boundaries of the region (municipal formation) that ensure fair competition and the conclusion of contracts, regardless of forms of ownership based on taking into account the price factor and the quality of services, in accordance with the state policy of social protection of the elderly (LSPP).

Keywords: *volunteers, people over working age, models, municipalities, elderly people, market, start-ups, services*

REGIONAL MARKETS OF SERVICES FOR PERSONS OVER WORKING AGE IN CONDITIONS OF DEMOGRAPHIC POPULATION AGING AND DIGITIZATION OF THE ECONOMY

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The article considers the characteristics of the functions of the services market existing in the literature, some amendments are proposed, taking into account the specifics of services for people older than working age (POWA). The classification of services for persons older than working age and a set of groups of services in which they are in dire need, taking into account being in one or another stage of limited or complete disability, are given. The characteristics of economic measures of influence on the regional market of services in the context of digitalization of the economy are proposed to reduce the consequences of the demographic aging of the population in the region, taking into account the identified possible additional sources of income for the POWA. The experience of 16 regions of the Russian Federation in increasing the activity of the older generation in public life and mastering computers in the context of the digitalization of the economy, as well as the results of studying the conditions and factors influencing the functioning of the regional market for services for POWA, is summarized. Possible factors are considered that significantly affect the formation and regulation mechanism of the regional market for services for POWA, including such significant objects of regulation for POWA as the formation of solvent demand, an expanded offer of services and innovative goods for the elderly, partial regulation of prices and tariffs for services for POWA with the possibility combination of supplier competition with the availability for the consumers themselves – POWA, paid, limited paid and free services.

All this makes it possible to realize the tasks of the market to ensure the quality of life of POWA in the region, subject to the operational impact on all functions of the regional market of services for POWA and made it possible to formulate the concept of a regional market of services for POWA.

Keywords: *demography, quality of life, people older than working age, region, market, aging, services, digitalization*

THE SYSTEM OF INDICATORS OF THE FINANCIAL SECURITY OF THE STATE

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The article defines the need to create a new system of indicators of the financial security of the state. In order to prevent financial risks, it is proposed to calculate financial security indicators based on microeconomic indicators. The parameters of the financial security of the state have been determined to conduct an effective analysis of the state of security in the financial sector. It is concluded that the combination of financial security indicators should be carried out by groups depending on the field of activity and subjects of financial security.

Keywords: *indicator, financial security, functions, external threats, inflation, macroeconomic and microeconomic indicators, shadow fund, stability, balance.*

STATUS AND PROSPECTS FOR THE DEVELOPMENT OF PRODUCTION AND SALES OF LNG IN RUSSIA (EXPERIENCE OF PJSC NOVATEK)

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Today, the production and sale of LNG is a key strategic direction for PAO Novatek’s development. In the article the company’s Arctic projects were considered, the current situation on the natural gas market in Russia and abroad was analyzed, the prospects for the company’s development were outlined, and it was concluded that domestic LNG and pipeline gas are not competitors in foreign markets.

Keywords: *LNG, natural gas, Arctic, Novatek, Yamal LNG, Arctic LNG-2, energy*

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RESOURCE MANAGEMENT AND DIGITALIZATION OF ENTERPRISE TRANSPORT LOGISTICS

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The subject of the study is the methods of analysis of business processes and economic indicators of the enterprise's transport logistics. The topic of the article is “Resource management and digitalization of enterprise transport logistics”. The purpose of the study is to assess the economic effect of the digitalization of the enterprise's transport logistics. The article discusses the modern concepts of the transport and logistics system of an enterprise, the digitalization of business processes. The author has developed guidelines for the digitalization of transport and logistics business processes of the organization and proposed measures aimed at improving the efficiency of the use of vehicles as resources of the organization. During the study, the notation “Archimate” was used to describe business processes in the form of “AS-IS” and “TO-BE” models. The result of the work is an assessment of the economic effect of the digitalization of the business processes of the enterprise's transport logistics, the analyzed economic indicators and business processes. The algorithm for managing transport logistics business processes developed by the author of the article can be used to improve the organization of the logistics activities of an enterprise. The conclusion based on the results of the study is the project developed by the author for the digitalization of business processes of the transport and logistics system of the organization, aimed at improving the efficiency of resource use. This project contains successive stages for the implementation and integration of digital technologies, the purpose of which is to eliminate routine processes and increase the efficiency of the organization's use of resources. These stages include: collection of customer requirements; analysis of technical and economic indicators; analysis of the organization's business processes before the introduction of digital technologies; identification of problems of the transport and logistics department; development of a project for the digitalization of business processes; reengineering of business processes after the introduction of digital technologies; economic effect of the proposed activities.

Keywords: *enterprise logistics, transport logistics, business processes, digitalization, economic benefit assessment, average fuel consumption, resource management, transport logistics control.*

ORGANIZATIONAL AND ECONOMIC MECHANISM FOR THE DEVELOPMENT OF TERRITORIAL INTEGRATED ENERGY SUPPLY SYSTEMS BASED ON THE THEORY OF ENERGY HUBS

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The paper examines the development of an integrated energy supply for territorial consumers based on the implementation of the concept of resource-electricity integration of gas and energy supply systems. An organizational and economic mechanism for the formation of an integrated energy supply system at the territorial level is proposed, which involves the creation of energy hubs based on combined heat and power plants. Particular attention is paid to the problem of the complex relationship between the consumer properties of energy products, which determines their affordability and the presence of cross-subsidization in the industry.

Keywords: *resource and electric power integration; energy hub; combined heat and power plant; combined production of energy products; consumer properties of energy products; effective service radius; economic model.*

APPROACHES TO NATURAL GAS SPOT PRICE MODELING

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Energy markets are currently undergoing a major transformation. The transition to renewable energy sources creates new problems due to their dependence on weather conditions. Since natural gas is one of the cleanest fuels, its popularity as a fuel has skyrocketed as the global economy shifts towards a greener direction. Existing natural gas markets have been largely liberalized. As a result, natural gas has become a financial commodity, and short-term planning of its price is of great importance for various participants in the commodity, financial and energy markets. These short-term forecasts can be used for commodity trading, portfolio and risk management, energy sustainability planning and operational forecasting. Within the framework of this article, the theoretical basis of research in this area formed at the time of publication is investigated.

Keywords: *Natural gas, energy markets, green energy, modeling*

MATHEMATICAL METHODS FOR ASSESSING THE ECONOMIC EFFICIENCY OF DIGITALIZATION

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The paper presents the results of a literature review of scientific articles on the use of mathematical methods for evaluating the effectiveness of digitalization. The topic is relevant, since it is quite difficult to determine how effectively a digital project will function. Mathematical methods can be classified according to different types. Methods can evaluate the project from the financial, qualitative or probabilistic side. In addition, methods can be viewed from the perspective of stakeholders. It should be noted that at present there is no single method that will determine the effectiveness of digitalization, therefore it is proposed to use a set of methods, which will allow achieving more detailed results.

Keywords: *mathematical methods, digitalization, the effectiveness of digitalization, classification of methods, methods for assessing the effectiveness of digitalization*

QUALITY REQUIREMENTS ANALYSIS OF AUTOMOTIVE PRODUCTS WITH EMBEDDED SOFTWARE

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The article considers and analyses the standards in force in the Russian Federation, as well as international standards and practices applicable: to the quality management system of products with embedded software; to embedded software; to the functional safety of vehicles.

As a result of the analysis, it was proposed: to use standards for assessing the quality of embedded software developed for the automotive industry, which consider the specifics of the industry; to create a unified normative document, which includes requirements for quality management system of organizations producing automotive products with embedded software, as for management of a «single product».

Keywords: *ASPICE, embedded software, software lifecycle, SPICE, automotive industry, product standards, process standards, functional safety.*

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OPPORTUNITIES FOR DEVELOPING THE HUMAN POTENTIAL OF THE TERRITORY IN CONDITIONS OF ECONOMIC TRANSFORMATION

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The article considers possible directions for the development of the human potential of the territories of Russia in the context of the global transformation of the world economy. The author's approach to the formation of a management strategy in the field of human development of a territory with extensive raw materials, difficult climatic conditions and a number of other features, considered on the example of the Yenisei Siberia macroregion, is proposed.

Keywords: *human potential, regional economy, sustainable socio-economic development, quality of life, public administration.*

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STANDARDIZATION FOR REGIONAL DEVELOPMENT AND INTERACTION

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An important trend in the modern development of the theory and practice of regional economy is the processes of interaction between regions and production structures, which are based on the principle of integration. The expediency of the development of this approach is determined by the requirements for management by strengthening the integration processes in the innovation economy of the regions, which should be facilitated by the formation of a new configuration of relationships and interactions at the level of regional authorities through the development and implementation of unified standards of

QMS management. In this regard, to increase productivity, efficient use of resources, the mobility of the application of technological solutions and increase life support in a competitive environment, the idea of forming a mechanism of interaction between regions of the ASRF with the mandatory introduction and implementation of quality management system (QMS) standards deserves attention.

Keywords: quality management system, ISO, regions, standardization.

CONDITIONS FOR THE DEVELOPMENT OF INTEGRATION PROCESSES IN THE ARCTIC ZONE OF THE RUSSIAN FEDERATION

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The main aspect of economic growth of the Russian Arctic is the modernization of the current system of management of the regions of the Arctic zone of the Russian Federation (ASRF). In this regard, the idea of forming the mechanism of interaction between the regions of the ASRF based on the principles of horizontal integration and interregional clustering with the mandatory introduction and implementation of international and national standards of quality management system management, based on those developed by the International Organization for Standardization (ISO) deserves attention. At the same time, the interaction of the regions that are part of the ASRF means various forms of cooperation of federal, regional and municipal authorities with business structures and civil society, as well as the integration and consolidation of their actions.

Keywords: Arctic zones of the Russian Federation, state regulation, development strategy.

MODELING THE NATURAL GAS MARKET IN EUROPE

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The article is devoted to the analysis of the conjuncture of the natural gas market in Europe. As part of the article, the main drivers were proposed that affect the pricing, supply and demand of natural gas. With the help of the econometric model of the system of simultaneous equations (SOS), a model of the natural gas market was built and interpretations of its coefficients were given in order to determine the statistically significant factors of price, demand and supply. The results obtained show the statistical significance of factors such as the price of Brent crude oil, accumulated capital, and LNG prices in Asia. Within a year, the number of heating and cooling days does not show statistical significance in assessing the natural gas

market conditions. The results obtained make it possible to more accurately interpret the dependencies, and can also be used in the framework of price forecasts and structural gas deficit/surplus.

Keywords: *natural gas, European market, conjuncture, pricing, system of simultaneous equations, DMNC*

FORMATION OF AN INNOVATIVE ENVIRONMENT FOR THE DEVELOPMENT OF RENEWABLE ENERGY IN THE TERRITORY OF THE RUSSIAN FEDERATION

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The article presents a classification of approaches to understanding the innovation environment. A factor model of the influence of the external environment on the innovative potential of an energy enterprise producing equipment and components for generation facilities that generate electric energy using renewable energy sources has been developed.

Keywords: *innovation environment, innovation potential, renewable energy sources (RES), factor model, import substitution, digitalization.*

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THE FUNCTION OF DATA MANAGEMENT AS ONE OF THE FOUNDATIONS FOR THE TRANSFORMATION OF THE COMPANY'S BUSINESS MODEL

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The article proposes to transform the company's business model based on a data management system. The data management function is described, its content and main elements are given. The business model is considered as a system of interrelated elements. Recommendations on the formation of requirements for the attributive composition of the business model are presented. Describes the stages of working with data to change the business model. The issues of protection of sensitive data are considered.

Keywords: *business model, digital economy, data management, competitiveness, data security.*

STATISTICAL ANALYSIS OF THE STATE AND DEVELOPMENT OF HYDRO AND THERMAL POWER IN RUSSIA

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Increased consumption of electricity by the population and the economy, rising prices for hydrocarbons, the need to comply with environmental standards and commitments to reduce greenhouse gas emissions dictate new conditions for the development of the Russian electric power industry. The ongoing efforts to change the structure of electricity production by generation types, as a rule, focus on wind and solar power plants, and do not take into account traditional, long-established technologies for the mass use of hydropower and peat. Accordingly, the main purpose of the study was a statistical analysis of state plans for the development of the domestic electric power industry, as well as consideration of the prospects for the further existence of electricity generation based on water and peat. The main results include the following: despite global trends in the transition to green energy, in Russia in the current period of time, the bulk of electricity (more than 60%) is produced by thermal power plants; renewable energy sources, primarily solar and wind stations, due to the peculiarities of their operation, are not used in Russia, their share remains insignificant and does not exceed 1%; peat can be considered the most promising type of fuel for the production of electricity in the Northwestern and Central federal districts, due to its low cost and significant reserves in these regions. In further works on the topic under consideration, one can dwell in more detail on the comparison of the technical and economic indicators of various types of electricity generation with hydro and peat energy.

Keywords: statistics, dynamics, structure, hydropower, small-scale power, distributed power, power peat.

CLIMATE CHANGE AS A FACTOR IN FORECASTING THE TERRITORIAL LOCALIZATION OF RUSSIAN POTATO GROWING

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The article presents a methodology for predicting the degree of differentiation of the level of competitiveness of the production of various agricultural products by regions of the country, adapted to changes in climatic conditions. As an example of forecasting the potential cost of an agricultural product, a calculation was made for potato production in all regions of the Central Federal District, as well as a number of regions of the Volga Federal District.

Keywords: forecasting, competitiveness, agricultural products, potential cost, potato production.

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ASSESSMENT OF THE COMPETITIVENESS AND INVESTMENT ATTRACTIVENESS OF THE RUSSIAN ELECTRIC POWER INDUSTRY FOR RUSSIAN OIL AND GAS CORPORATIONS

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This article provides a brief overview of the Russian power industry, the assessment of industry's competitiveness and investment attractiveness for Russian oil and gas corporations as the way of their business diversification. The following analytical tools were used for the assessment: Porter's five forces analysis, Herfindahl-Hirschman index, McKinsey-General Electric matrix.

Keywords: *diversification, investment attractiveness, competitiveness*

CONCEPTUAL FOUNDATIONS OF MARKETING MANAGEMENT OF ECONOMIC INTERESTS OF INDUSTRIAL COMPANIES

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The marketing orientation of industrial companies is determined by the economic interests of industrial business entities, the integration of interaction of which is based on strategic marketing management. Marketing adjustment of economic interests allows you to build a strategic management architecture from a marketing perspective. Marketing management of an industrial company is a means of analyzing the market situation, aimed at forming marketing thinking and determining the marketing expediency of decisions made.

The purpose of the study is to build a conceptual model of marketing management. To achieve this goal, an algorithm for constructing a conceptual model of marketing management has been developed, the content of strategic marketing planning has been systematized. Based on the results of the study, the tools for harmonizing the economic interests of subjects of market interaction have been identified.

Keywords: *marketing management, strategic planning, interaction marketing, marketing technologies.*

ROLLS OF BUILDINGS. WAYS TO CORRECT THEM

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The article examines the main types of building rolls with their different typical foundations. The existing experience of roll leveling is considered. The most promising and economically feasible technical solutions have been identified.

Keywords: *roll of buildings, soaking of foundations, drilling of soils, monitoring of deformations, method of lifting structures, geodetic signs.*

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FUNERAL SERVICES MARKET: SYSTEM ANALYSIS OF THE INFORMATION ENVIRONMENT

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To this day the process of digital transformation of society has fully transformed the vast majority of markets for goods and services. Consequently, this digital transformation formed a distinctive dynamic information environment that describes the state of consumers of goods and services at various stages of interaction with the manufacturer. The system analysis of this information environment makes it possible to model effective interaction with the consumer, which was previously unavailable within the framework of unique services markets. One of the most analytically limited ones are funeral services. The purpose of this study is to create a comprehensive model for evaluating the quality of funeral services based on arrays of reviews from Russian-language source sites. As part of achieving this goal, an algorithm for analyzing the perception of the quality of funeral services by consumers was formed and automated.

Keywords: *funeral services, ritual, social environment, information environment, quality of funeral services*

THE ROLE OF GOODWILL IN ASSESSING THE ECONOMIC POTENTIAL OF AN ECONOMIC RELATIONS

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The effective valuation of a company's internally generated goodwill is one of the most pressing issues of concern to the global academic and practitioner community. The development of competent mechanisms that can reliably and fully measure the change in this economic indicator will provide an opportunity to determine negative or positive trends in the development of an enterprise that have an impact on the overall efficiency of the organization's activities — the economic potential of the company. This article analyzes the problems of accounting for business reputation, proposes a mechanism for assessing the company's internally created goodwill, and also attempts to integrate the goodwill indicator into a set of indicators that affect the change in the economic potential of an economic entity.

Keywords: *accounting, financial statements, goodwill, business reputation, information environment, IFRS, RAS, economic potential*

CONCEPT DEFINITION AND ESSENCE COMPREHENSION OF PROCUREMENT AT ENTERPRISES

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Due to the lack of a unified approach in the scientific and business literature to the definition of the «procurement» concept, a review of various formulations by Russian and foreign authors has been conducted. Based on the analysis, the key aspects that make up the essence of procurement at enterprises are identified and systematized. The author's definition of the «procurement» concept is proposed.

Keywords: *procurement, purchasing, process, products, goods, services, customer, supplier, definition.*

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THE ASSESSMENT OF THE DIVERSIFICATION LEVEL OF RUSSIAN OIL AND GAS CORPORATIONS

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This article analyzes the strategies and structure of Russian oil and gas corporations for the presence of a diversification strategy, and assesses the level of diversification according to L. Wrigley.

Keywords: *diversification, strategic management, diversification index, oil and gas companies*

METHODOLOGICAL APPROACH TO ASSESSING THE EFFICIENCY OF MANAGEMENT OF A MACHINE-BUILDING ENTERPRISE

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The absence of significant results in the development of the machine-building industry requires the determination of indicators by which it is possible to evaluate the effectiveness of the management of an industrial enterprise. The analysis of the reference models made it possible to determine the main indicators for managing the supply of materials, the main practices used by leaders, the skills of employees necessary for competent management and performance of tasks.

Keywords: *industrial enterprise, reference models, business processes, deviations, digitalization*

DEVELOPMENT OF A CONCEPTUAL MODEL OF DIGITAL INNOVATION PROJECT MANAGEMENT

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The article is devoted to the problem of effective management of digital innovation projects with a high level of uncertainty. The necessity of prompt response to external and internal changes accompanying the implementation of such projects is substantiated. A conceptual model of digital project management based on the concept of controlling investments is proposed, which includes a set of agile management tools that allow building each stage in the project management system on the principles of flexibility and adaptability. To solve the problem of the lack of connection between innovative investment decisions and

strategic goals of innovative development of the organization, it is proposed to use a system of balanced indicators adapted to the objectives of digital innovative projects.

Keywords: *digital innovation projects, investment controlling, management system, balanced scorecard, digital technologies.*

THE IMPACT OF DIGITALIZATION ON THE CONTENT OF THE PROCESS OF FINANCING FEDERAL BUDGET EXPENDITURES

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The article is devoted to the issues of improving the process of execution of the expenditure part of the budget in the context of digitalization. The use of modern information and communication technologies and software makes it possible to improve the quality of public finance management, to ensure control over the formation and movement of cash flows, to determine the directions for the effective use of financial and credit resources of the state in the interests of social progress.

Keywords: *digital transformation, public authorities, budget expenditures, interbudgetary transfers, compulsory health insurance, pension provision, government contract, unified information system in the field of procurement.*

THE MAIN TRENDS AND SPECIFICS OF NATURE MANAGEMENT IN THE RUSSIAN FEDERATION AT THE PRESENT STAGE

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The article discusses the main trends in the nature management of the Russian Federation at the present stage, reveals the dynamics of pollution of the components of the natural environment, substantiates the factors that determine the specifics of environmental activities, as well as institutional and organizational and economic measures aimed at minimizing the negative consequences of the unbalanced nature management

of the Russian Federation.

Keywords: *economics, environmental management, region, environmental management, state, management, factors, specificity.*

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ECONOMIC THEORY

SOCIAL DEVELOPMENT OF TERRITORIES: TRENDS, CONDITIONS AND MANAGEMENT OF DESTABILIZING FACTORS

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Opportunities for the development of the economic system of individual territories are determined, first of all, by the level of social development, which, in turn, correlates with other qualitative characteristics. In turn, the ongoing daily processes within the regional interaction under the influence of external and internal environmental factors, cause the need to assess and monitor the main trends of social indicators, the dynamics of which may signal the presence of risks of non-fulfillment of targets in the Strategy of socio-economic development, the likelihood of not achieving the planned indicators of national projects, as well as the increase in social tension in society. Thus, the study of the main trends in the social development of territories allows timely adjustment of the most important documents of the strategic development of the region aimed at increasing investment attractiveness, effective use of the available resource potential, the development of social services, etc.

Keywords: *social development, social support, social policy, social service, region, regional policy, factors*

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THE MECHANISM FOR MONITORING SOCIAL RESOURCES BASED ON THE INDIVIDUAL DIGITAL PROFILE OF CITIZENS

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Opportunities for the development of the economic system of individual territories are determined, first of all, by the level of social development, which, in turn, correlates with other qualitative characteristics. In turn, the ongoing daily processes within the regional interaction under the influence of external and internal environmental factors, cause the need to assess and monitor the main trends of social indicators, the dynamics of which may signal the presence of risks of non-fulfillment of targets in the Strategy of socio-economic development, the likelihood of not achieving the planned indicators of national projects, as well as the increase in social tension in society. Thus, the study of the main trends in the social development of territories allows timely adjustment of the most important documents of the strategic development of the region aimed at increasing investment attractiveness, effective use of the available resource potential, the development of social services, etc.

Keywords: *monitoring, regional policy, social resources, social development, digital passport of a citizen, human capital*

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ECONOMIC JUSTICE IN THE SYSTEM OF BASIC RELATIONS

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The article attempts to discuss the authors who did not bother with theoretical economic reasoning in an a priori effort to prove the inefficiency of non-market forms of management, a priori reducing them to barbarism.

Keywords: *distributional social relations, grounds for assessing economic justice.*

THEORETICAL FOUNDATIONS OF INNOVATION POLICY IN THE SOCIAL SPHERE

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The article considers the concept of innovation policy, including in the regional context. Innovation policy in general, concretized terms, is a set of innovative measures for the commercialization of accumulated knowledge, the use and processing of raw materials, methods of management and control of labor productivity. Competent development of innovation policy is one of the levers of “calculative” and continuous development of the economy and innovative competitiveness of any country and enterprise.

Keywords: *innovation policy, social sphere, innovation, innovation factors.*

DIGITALIZATION OF SERVICES IN THE SOCIAL SPHERE: PROBLEMS AND PROSPECTS

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Recently, as well as during the COVID-19 pandemic, the digitalization of social services by public institutions has become one of the main directions for the introduction of innovative processes. Governments and various public institutions involved in the development and delivery of social services are increasingly moving to digital platforms, resulting in cost savings and better management of social services, as well as more efficient use of social institution resources. However, it is not clear how citizens perceive digital social services, what level of skills is required to operate and use digital platforms, what level of involvement is required to interact with digital social services. These and many other questions are discussed in this article. Innovation is a key driver in the development of digital social services, and understanding this process requires a deeper understanding of technical (e.g. digital technologies, digital platforms, electronic document management) and non-technical (e.g. human capital, people) issues, which were also considered in this study.

Keywords: *digital technologies, platforms, super services, social services.*

FINANCE, MONEY CIRCULATION AND CREDIT

CONCEPTUAL APPROACHES TO LOYALTY MANAGEMENT IN RETAIL

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The essence and features of CRM systems are revealed, their types are considered, the current state of loyalty programs of retail companies is analyzed, the main problems of loyalty management are highlighted, recommendations for improving loyalty programs of retail companies are put forward.

Keywords: *loyalty, retail, trade, customers, CRM system, information, relationships*

BOOK KEEPING, STATISTICS

METHODS OF CALCULATING THE DISCOUNT RATE IN THE CONTEXT OF LEASING OPERATIONS

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In Russia, leasing transactions are popular both among large companies and among individual entrepreneurs and representatives of small and medium-sized businesses, since this method of financing does not require large instant investments. The growth of the leasing services market has made it necessary to ensure proper accounting of leasing operations in accordance with the principles of IFRS.

The new international standard IFRS 16 «Lease», adopted in 2016, in many aspects changed the usual accounting of leasing operations with the lessee, including the accounting of the asset in the form of the right of use and obligation. The need to discount leasing payments indicated the issue of the discount rate. The paper proposes a method for calculating the discount rate, if it cannot be determined from the leasing contract.

Keywords: *leasing operations; discount rate; IFRS.*

RECOGNITION AND MEASUREMENT OF OBLIGATIONS TO WITHDRAW ASSETS IN ACCORDANCE WITH IFRS AND GAAP

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The article discusses the main features of the initial and subsequent recognition and measurement of asset retirement obligations. The urgency of this issue requires a reasonable and appropriate assessment of these obligations. The article analyzes the similarities and differences in the interpretation of the main features of accounting for asset retirement obligations in accordance with IFRS and US GAAP.

Keywords: *asset retirement obligation, обязательство по выводу актива из эксплуатации, provisions, IFRS, US GAAP, discount rate.*

FEATURES OF THE APPLICATION OF IAS 17 «INSURANCE CONTRACTS» BY MUTUAL INSURANCE COMPANIES

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The article analyzes the features of the application of IAS 17 by mutual insurance companies. In fact, IAS 17 applies to insurance contracts within its scope of application, regardless of the organizational and legal form of the issuing organization. However, there are some peculiarities for mutual insurance companies. In particular, the cash flows of mutual insurance companies are investigated. It is concluded that for mutual insurance companies, cash flows include the rights of policyholders with a residual share for all any excess assets over liabilities.

Keywords: *insurance, IAS, mutual insurance, insurance contracts, accounting, insurance organizations.*

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CURRENT ISSUES OF INTERNATIONAL AND NATIONAL REGULATION AND DISCLOSURE OF INFORMATION ON THE ACTIVITIES OF FINANCIAL INSTITUTIONS

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The article is devoted to the consideration of the basic principles of the modern model of regulation of financial organizations. The issues of disclosure of information about their activities are considered. According to the results of the study, the author concludes that the regulation of the activities of financial organizations is currently a complex, multifaceted phenomenon.

Keywords: *finance, financial regulation, remote monitoring, contact monitoring, financial institutions.*

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APPLICATION OF BLOCKCHAIN TECHNOLOGIES BY AN ECONOMIC SUBJECT IN CONDITIONS OF ECONOMY DIGITALIZATION

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Blockchain is a relatively new data transmission system in today's developing world. The emergence of

this system is associated with the emergence of the Bitcoin cryptocurrency in 2008–2009. However, its use in the world of cryptocurrency was not limited; on its basis, the development of digitalization of the economy began in various sectors of the life of the population, from the financial sector to the social sector of the state economy. The purpose of the study is to reveal the main stages in the development of the blockchain system in the economic sectors of the activity of an economic entity.

Keywords: *blockchain, sectors of the state economy, economic entity, digitalization of economic processes, fair value, SMART contract.*

STATISTICAL STUDY OF THE IMPACT OF THE COVID CRISIS ON THE REGIONAL ECONOMY OF RUSSIA

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Internal and external stress shocks have a negative impact on the economy of a single country, significantly hindering its development or provoking stagnation. No exception is the covid crisis that erupted around the world in 2020. In turn, countries with economies in transition are more affected by the crisis owing to the fragility of the system. Therefore, we believe that studying the impact of the 2020 crisis on the economy of the regions of Russia is an urgent task. The purpose of this study is to identify the regions of Russia most affected by the last crisis. To achieve this goal, methods such as comparison and mathematical and statistical methods, in particular descriptive statistics and cluster analysis, were used. The main outcomes are: the level of real household incomes at the end of 2020 decreased relative to the values of 2019, which indicates a decrease in purchasing power; despite the direct ban on the part of the Government of the Russian Federation, regarding the dismissal of employees, under the influence of the covid crisis, the unemployment rate increased, but this growth does not exceed the results of 2009; a decrease in consumer activity of the population led to a decrease in domestic and foreign economic turnover; the regions most affected by the 2020 crisis can be considered the North Caucasus Federal District and part of the subjects belonging to the Siberian Federal District, as the results of cluster analysis clearly prove. Given the fact that the consequences of the covid crisis will appear in the Russian economy in the next 5 years, we can indicate the direction of further research, which consists in econometric modeling of the dynamics of macroeconomic indicators taking into account the recession.

Keywords: *regional economy, crisis, covid crisis, stagnation, the structure of the economy, fall, prospects.*

SPECIFICITY OF ACCOUNTING OUTSOURCING

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Russian enterprises, finding themselves in a difficult financial situation due to the spread of the new coronavirus infection COVID-19, are reducing production volumes, optimizing costs and looking for optimal financing models. Outsourcing minimizes accounting risks and serves as a real alternative to a full-time accounting service. Unlike outsourcing of other services, accounting outsourcing is of interest due to the limit of liability and the lack of control over accounting by the customer.

Keywords: *outsourcing, bankruptcy, subsidiary liability, accounting, enterprise, liability, inventory*

WORLD ECONOMY

THE IMPACT OF THE SPECIFIC FEATURES OF THE ECONOMIES OF CHINA, JAPAN AND SOUTH KOREA ON THE FORMATION OF BUSINESS CONDITIONS

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In modern conditions, the East Asian region is considered the most actively developing region in the field of international business, which makes it relevant and necessary to analyze and identify the specific features of this region, where special attention should be paid to the largest and most steadily developing Asian players (China, Japan, South Korea). This study is also relevant for the Russian economy, which, in the context of economic sanctions, evaluates East Asia, including China, as a strategically important trade and economic partner. The object of the study is the current state of international business in the countries of the East Asian region. The subject of the study is a complex of economic relations that has arisen in connection with international business in the countries of the East Asian region at the present stage of the development of society. The main conclusions of the study develop the theoretical and methodological basis of international business in the world. The practical significance of the work lies in the development of proposals for using the results of this study in the activities of Russian and international companies. This study reveals the influence of the specific features of the economies of China, Japan and South Korea on the formation of business conditions.

Keywords: *East Asian region, Chinese economy, Japanese economy, Korean economy, international business, world economy, Asian business model*

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FINANCIAL SANCTIONS AS A CATALYST FOR FINANCIAL DEGLOBALIZATION

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The disconnection of financial institutions of some countries from the global information system of international settlements and payments SWIFT in the 21st century has become an increasingly used tool for economic sanctions. The purpose of this article is to identify the prospects for the development of the field of international settlements and payments, taking into account this circumstance. The article discusses the history and goals of creating the SWIFT system and alternative systems developed in Iran and China to overcome and prevent sanctions pressure, analyzes the main characteristics of the SWIFT, SEPAM, INSTEX, CIPS systems. Factors of alternative systems' viability are disclosed. A conclusion is made regarding the impact of the disconnection of the countries from the existing settlement and payment system on the field of settlements and payments and the global financial system as a whole.

Keywords: *economic sanctions, financial sanctions, international trade, international settlements and payments, SWIFT, SEPAM, INSTEX, CIPS.*

MODERN ASPECTS OF THE EXPORT DEVELOPMENT OF RUSSIAN AGRO-INDUSTRIAL PRODUCTS TO CHINA

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The article analyzed the dynamics of export figures of Russian agro-industrial complex to China in the context of the degree of processing. The key problems of escalating volumes of agricultural products, raw materials and food were identified. The possibilities of using e-commerce as an online export channel for sales of Russian products were also analyzed.

Keywords: *foreign trade, foreign economic activity, export capacity, Turn to the East, China.*

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FEATURES OF THE RUSSIAN BANKING SYSTEM AS AN ENVIRONMENT FOR THE FORMATION OF COMPETITIVE ADVANTAGES OF RUSSIAN BANKS

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Currently, the further development of integration processes in this economic space is hindered by the lack of full-fledged value chains with the participation of companies of the Russian Federation and the EAEU countries. Banking support of these processes can contribute to the creation of an economic basis for integration, especially if there is an active position of the state and appropriate support for banks under state control.

Keywords: commercial bank, barriers, competitiveness, international market

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«OPEN INNOVATIONS» AS AN IMPERATIVE OF STATISTICAL DEVELOPMENT: THE EXPERIENCE OF RUSSIA AND THE USA

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Currently, the open innovation model is rapidly developing in high-tech companies in some countries, such as the United States, Japan, South Korea and the European Union, and at the same time remains unused in other countries, for example in Russia. This article discusses the main changes that have occurred in the field of innovation activities of companies in Russia and the United States over the past 10 years. The author analyzes the factors influencing the speed of development of the open innovation model in the two countries. As a result, the author comes to the conclusion that Russia lags far behind the United States in the field of patent applications, R&D financing, export and import of innovations. The paper proposes measures to stimulate the expansion of open innovation in Russia.

Keywords: stimulating innovation activity, R&D, competitiveness, intellectual property, open innovation.