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ECONOMIC THEORY

The main economic indicators of the development of the information technology industry in the economies of Russia and China

© 2024 **He Miaomiao**

Postgraduate at the Department of Economic Theory and Management. Moscow Pedagogical State University.

E-mail: 402330553@qq.com

© 2024 **Demina Vera Viktorovna**

Associate professor of Economics. Moscow Pedagogical State University.

E-mail: demina-vera@yandex.ru

The information technology (IT) industry is a pillar for economic growth and competitiveness in today's rapidly developing society. This article examines the economic dynamics of the formation of the IT industry in Russia and China, the most important participants in the global economy, in the period from 2015 to 2023. The transition of these countries from a resource-based economy to a knowledge-based economy is due to the strengthening of their internal IT capacity, which is gaining strategic importance. By comparing key economic indicators such as revenue, exports, the number of workers and research and development (R&D) costs, it allows you to identify trajectories, strengths and weaknesses, as well as problems inherent in the IT industry in Russia and China. This study reveals the effectiveness of the growth policies and strategies pursued by both countries, offering a roadmap for future innovative projects. In addition, it sheds light on the broader process of Russia and China becoming global leaders in transformational technologies such as artificial intelligence, big data analytics, cloud computing and the Internet of Things.

Keywords: *information technology, economic indicators, comparative analysis, IT industry development, income, labor force, research and development, global competitiveness.*

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Goods are social taboos in the context of the effect of joining the majority

© 2024 **Shakirov Ruslan Albertovich**

Assistant at the Department of Marketing, Institute of Management, Economics and Finance. Kazan (Volga Region) Federal University, Kazan.

E-mail: Shakirov_pr@mail.ru

The article examines goods the consumption of which is socially disapproved or reduces the social status of the consumer. This topic is considered from the perspective of nonfunctional demand and the effects described by Harvey Leibenstein. The purpose of this article is to study consumer behavior in the context of “social taboo goods” and consider the factors influencing their preferences and consumer decisions. The article gives the author's definition of social taboo goods and offers practical recommendations for marketers and manufacturers working with products from this category.

Keywords: *social taboo goods, nonfunctional and irrational demand, bandwagon effect, conspicuous consumption, snob effect, marketing.*

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The role of small business in the market conditions of modern Russia

© 2024 **Vdovenko Anatolii Anatolyevich**

Candidate of sciences, associate professor, docent. Tver state university.

E-mail: A-Vdovenko@yandex.ru

The article discusses the main problems of the development of small and medium-sized businesses in modern market conditions. The main problem in the development of SMEs is low labor productivity coupled with a lack of financial resources. The main function of small and medium-sized businesses is its social role. The role of the locomotive of economic development is assigned to big business.

Keywords: *small and medium businesses, labor productivity, the role of small business, small business problems.*

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REGIONAL AND SECTORAL ECONOMY

Economic analysis and improvement of the quality of management of an organization of the oil and fat industry based on the concept of lean production

© 2024 **Abakumova Zhanna Vladimirovna**

Candidate of economic sciences, associate professor of the department of economics of enterprises and industries. Reshetnev Siberian State University of Science and Technology, Krasnoyarsk.

E-mail: AbakumovaZhV@sibsau.ru

© 2024 **Troshkova Ekaterina Viktorovna**

Candidate of economic sciences, associate professor of the department of organization and management of knowledge-intensive industries. Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Organization and Management of Knowledge-Intensive Production. Reshetnev Siberian State University of Science and Technology, Krasnoyarsk.

E-mail: troshkovaev@sibsau.ru

The article discusses the characteristics of the food industry, incl. and oil and fat industry; the main systemic problems that reduce the quality of management of organizations are highlighted. An economic analysis of the main indicators was carried out and a forecast for the transition to lean production was made. The main types of losses are established and the reasons for their occurrence are analyzed. Using a lean manufacturing tool, the organization's business processes were mapped to visualize the current and future options. Methodological approaches to improving the quality of organization management are proposed.

Keywords: *lean production, quality, oil and fat industry, food industry, losses, profit, improvement, value, economic indicators.*

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The service concept of customs administration and quality management of services in the process of post-customs control

© 2024 **Ananev Anton Eduardovich**

Postgraduate student of the Department of Management. Russian Customs Academy, Lyubertsy.

E-mail: a.ananev@customs-academy.ru

The article examines the process of transformation of the model of public administration in the Russian Federation in terms of the introduction of the principles of client-centricity. The positioning of the institute of post-customs control in the service-oriented model of customs authorities is determined. The ways of improving the institute of customs control after the release of goods within the framework of the introduction of customer-oriented customs administration tools are investigated. The monitoring mechanism in this context is the basic element of building a service concept of post-customs control. A method for integrating the customs monitoring mechanism as a proactive customer-oriented form of control into the overall process of customs control after the release of goods is proposed.

Keywords: *customs administration, service-oriented model, principles of client-centricity, customs monitoring, automation, service approach, post-control, public services.*

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The use of artificial intelligence in the digital economy and security issues

© 2024 **Anichkina Olga Aleksandrovna**

Candidate of Economic Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: F-1980@yandex.ru

© 2024 **Levchenko Anastasia Mikhailovna**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: mar.levchenko2010@yandex.ru

© 2024 **Apachanov Anton Sergeevich**

Candidate of Technical Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: aasprof@mail.ru

© 2024 **Dolgov Konstantin Vadimovich**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: konst.dolgov@yandex.ru

The article explores the role of artificial intelligence in the digital economy and examines the problems associated with security vulnerabilities. An overview of current trends in the implementation of AI is presented, the advantages that it brings to enterprises are highlighted, and the key security risks associated with its implementation are identified. The article aims to increase understanding of the implications of using AI in the digital economy and offers recommendations for future research and practice.

Keywords: *artificial intelligence, AI, digital economy, security, cybersecurity, data protection, privacy, regulation, ethical considerations, machine learning, automation, risk management, technology integration, innovation, corporate solutions, threat detection.*

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Finding a balance of national interests and a strategy for an adequate response in construction and housing and communal services

© 2024 **Belous Aleksei Bronislavovich**

Doctor of Economics, Professor, Department of Construction Economics and Housing and Communal Services. St. Petersburg State University of Architecture and Civil Engineering.

E-mail: aleksey-@mail.ru

© 2024 **Guzhva Evgenia Grigorievna**

Doctor of Economics, Professor, Department of Construction Economics and Housing and Communal Services. St. Petersburg State University of Architecture and Civil Engineering.

E-mail: 5750540@mail.ru

The article examines the influence of the world economy on the sectoral, regional and national economies. Using the example of the construction industry and housing and communal services in Russia, ways to find the necessary balance of interests of subjects of the global and domestic economy are explored, and an adequate response to the challenges of our time is formulated. The authors substantiate the feasibility of developing flexible strategies for making management decisions.

Keywords: *world economy, flexible strategies, management relations, economic theories, balance of interests, competition and cooperation, human capital.*

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An intercultural view of the practice and achievements in the field of education, innovation and entrepreneurship in the countries of the “One Belt – One Road project”

© 2024 **Mu Bin**

Postgraduate student. Belarusian State University.

E-mail: nicolas2024@163.com

© 2024 **Zhukovskaya Olga Yurjevna**

Corresponding author, Candidate of Economic Sciences, Associate Professor. Belarusian State University, Faculty of Economics.

E-mail: oyzhukovskaya@gmail.com

The article analyzes the implementation of the “One Belt, One Road” project in the field of education, innovation and entrepreneurship in the context of trade relations between the countries of Russia and China. Today, the project is actively developing, but more inertially than controllably. However, this is a powerful resonance, which indicates that China's initiative to develop the “One Belt, One Road” project was in the right place, and at the right time, since many states that are really connected with globalization reacted positively to the alternative proposed by them. The democratic principles that were proclaimed in the initiative stimulated international economic relations to open up to Chinese investors, workers and goods, as well as to treat Chinese investments, goods and workers more favorably. As a result, the number of States that signed up to the agreement on project support exceeded 180 States and international organizations. The proposed project affects many areas, including education, investment and entrepreneurship. The article examines the importance of higher education, which is designed to solve the most important task – to provide competent specialists with the current and future needs of the world market, as well as international projects. The changes introduced in the regulation of the educational process in China were dictated by the international project “One Belt – One Road”. Moscow and Beijing signed a tandem agreement on integration projects within the framework of Eurasian integration, which was the result of awareness of common economic and political responsibility for the future of the continent. In this regard, the article presents the connection between three areas: education, innovation and entrepreneurship in the foreign trade of Russia and China. An economic and mathematical model based on the method of correlation and regression analysis has been developed, and the model has been tested on the example of foreign trade relations between Russia and China. The purpose of the study is to assess the practices and achievements in the field of education, innovation and entrepreneurship in the countries of the “One Belt, One Road” project. The objectives of the study are: to review the development of the “One Belt, One Road” project, to present the importance of education in the project for China, to carry out the relationship between the areas of education, innovation and entrepreneurship in the implementation of the project, to develop a model for evaluating the mutual cooperation of the two countries of Russia and China, to

test the presented model. The research uses methods of a systematic approach, methods of analysis and synthesis, generalization, formalization, functional and structural comparison, empirical research, correlation and regression modeling.

Keywords: *project, education, innovation, foreign trade, economic development, cooperation, correlation analysis, regression analysis, method.*

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Competitive universities of the future

© 2024 **Burtseva Ksenia Yurievna**

PhD of Economic Sciences, Associate Professor of Business analysis Department Tax, Audit and Business-analysis Faculty. Financial University under the Government of the Russian Federation, Moscow.

E-mail: aksentiya@mail.ru

The study examines the issue of competitiveness of universities of the future and the formation of competitive advantages by them today. The practical component of the article is formed by methods of compilation, analysis and synthesis of the opinions of scientists and representatives of the business community. Based on the results of the study, it was established that in modern realities the dominant competitive force is technological change, therefore, the significant competitive advantage of the university of the future is the use of modern educational technologies, including simulators, online education platforms, artificial intelligence models and algorithms. Also, among the competitive advantages that important today is the ability of universities to provide practical training to students both at the university itself and with partners, including interactive online interaction. The using of education technologies helps strengthen the competitive positions of universities in the future.

Keywords: *competition, university competitiveness, competitive forces, university competitive advantages, artificial intelligence, educational technologies, educational simulators, online education platforms.*

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Audit of the marketing CPA platform for working with bloggers

© 2024 **Chaika Grygorii**

Postgraduate student of the Basic Department of Financial Control, Analysis and Audit of the Main Control Department of Moscow, Plekhanov Russian University of Economics.

E-mail: Malenkogm@gmail.com

The scientific article discusses the main stages of auditing a marketing organization that carries out advertising activities through bloggers based on the CPA model. The work presents deeply differentiated and specific aspects of the CPA platform audit, as a rather new and little-studied phenomenon in the Russian economy.

Keywords: *Marketing audit, CPA, bloggers, conversion, attribution, advertising laws.*

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Prospects of adoption of artificial intelligence in the hotel and restaurant industry

© 2024 **Chargeva Maral Odzharovna**

Dr. S. in Economics, professor of the National Economy department of the Institute of Economy, Mathematics, and Information Technology. Russian Academy of National Economy and Public Administration.

E-mail: Cmar_ch@mail.ru

The article addresses prospects of adoption of artificial intelligence in the hospitality industry, assessed the economic potential of the AI implementation, gives areas where such technology can be used, and provides real cases in the restaurant business.

Keywords: *hospitality industry, restaurant business, machine learning, AI, artificial intelligence, neural networks, digital technology, out-of-home food service industry, automation.*

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Institutional drivers for the development of artificial intelligence technologies in marketing and features of their application in the service sector

© 2024 **Charyeva Maral Odzharovna**

Doctor of Economics, Professor of the Department of National Economics, Faculty of Economics, Institute of Economics, Mathematics and Information Technology. The Russian Academy of National Economy and Public Administration.

E-mail: Char_ch@mail.ru

© 2024 **Ponomareva Elena Anatolyevna**

Candidate of Economic Sciences, Associate Professor of the Department of Management, Marketing and Foreign Economic Activity. Moscow State Institute of International Relations of the Ministry of Foreign Affairs of Russia.

E-mail: e.a.ponomareva@my.mgimo.ru

© 2024 **Kulikova Svetlana Vyacheslavovna**

Lecturer at the Department of Management, Marketing and Foreign Economic Activity. Moscow State Institute of International Relations of the Ministry of Foreign Affairs of Russia. Director General of Lumiere du Soleil.

E-mail: contact@list.ru

The article analyzes the stimulating factors and barriers in the development of artificial intelligence technologies. An assessment is made of the economic potential of the spread of AI, marketing areas with great potential for the use of such technologies are identified, and the practice of using AI in the service sector is considered.

Keywords: *artificial intelligence, neural networks, digital technologies, AI, machine learning, automation, quantum technologies, neuromorphic computing, eating out industry, hospitality industry, restaurant business.*

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Study of the main directions of deepening agricultural cooperation between Heilongjiang province of china and the Russian Far East

© 2024 **Zhao Yin**

Postgraduate, associate professor. North-Eastern Federal University, Heilongjiang Oriental University.
E-mail: in.1992@list.ru

© 2024 **Gnatyuk Galina Anisimovna**

PhD in Geography, Professor. North-Eastern Federal University.
E-mail: g.gnatyuk@mail.ru

As Sino-Russian relations enter a new era, trade projects between the two countries are becoming more diversified, among which agricultural cooperation between the two countries occupies a special place. Russia attaches great importance to the development of agriculture in the Far East because of its rich land resources, proximity to the Chinese consumer market, and the Russian government's import substitution and pivot to the East policies. Russia has stepped up its efforts to develop the Far East as a future food export center. China's Heilongjiang Province, which is in the process of agricultural restructuring, also attaches great importance to the development of agriculture in the Russian Far East, as well as investment and cooperation in the Far East. Heilongjiang Province of China and the Russian Far East have complementary needs in the field of agriculture, so the study of deepening the areas of agricultural cooperation between the two regions is of special significance in this paper.

Keywords: *Agricultural Cooperation, Heilongjiang Government, Far East of Russia.*

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Standardization of financial statements in international practice

© 2024 **Dombrovskaya Elena Nikolaevna**

PhD in Economics, Associate Professor of the Department of Audit and Corporate Reporting of the Faculty of Taxes, Audit and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: ENDombrovskaya@fa.ru

© 2024 **Bykova Veronika Vitalyevna**

Associate of General Assurance department of the auditing firm “Technologies of Trust – Audit” JSC.

E-mail: veronikabykova99@yandex.ru

In the context of increasing importance of non-financial reporting, the study of standards for its formation is becoming particularly relevant. In connection with the creation of the Russian regulatory framework, it is important to study successful international experience and analyze the main standards of non-financial reporting used in international practice. The article contains a comparative description of the main international standards of non-financial reporting.

Keywords: *sustainable development, non-financial reporting, standards, guidelines, concepts, recommendations.*

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Ensuring economic security in the digital economy era

© 2024 **Gorbatko Elena Samratovna**

Candidate of Economic Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: e.horbatko@mgutm.ru

© 2024 **Korneva Galina Viktorovna**

Candidate of Economic Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: g.korneva@mgutm.ru

© 2024 **Smirnova Anastasia Konstantinovna**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: a_smirnova@list.ru

The digital economy is becoming increasingly important for the development of the country. However, the rise of digital technology also brings new threats. Cyber attacks can have serious consequences for the economy and the financial system. To ensure security, it is necessary to implement effective measures to protect against cyber threats. This is the only way to maintain the stability of the digital economy and prevent serious threats to businesses and citizens. It is also necessary to strengthen the protection of personal data and cybersecurity. It is important to develop human resources in the field of digital economy, improve the skills of specialists and attract talented IT specialists. Strengthening international cooperation and sharing experiences also play an important role in ensuring economic security in the digital age. All of the above measures will help minimize the threats and risks associated with the growth of the digital economy and ensure the sustainable development of the country in the digital era.

Keywords: *digital economy, economic security, cyber threats, security measures, prevention of cyber-attacks, digital environment, threats, digitalization.*

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Assessment of alternative options for the participation of the business sector in the industrial tourism market

© 2024 **Gulyaev Georgy Vladimirovich**

Assistant at the Department of Business Informatics. St. Petersburg State Technological Institute (Technical University).

E-mail: georgegulyaev87@mail.ru

The article discusses the main methodological approaches that take into account the role of the business sector in the field of industrial tourism, including an approach that takes into account the influence of the status and condition of an industrial facility on the development of industrial tourism; an approach focused on determining the relationship between the main activity and intermediary functions; approach aimed at the formation and development of tourism potential).

Keywords: *industrial tourism, entrepreneurial activity, tourist market, industrial facilities.*

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The role of formal and informal institutions in the digital transformation of urban mobility in the Moscow metropolis

© 2024 **Guskova Marina Fedorovna**

Head of the Department of Quality Management, Doctor of Economics, Professor. Russian University of Transport, Moscow.

E-mail: oet2004@yandex.ru

© 2024 **Rakitin Philip Alexandrovich**

Postgraduate student. Russian University of Transport, Moscow.

E-mail: qrakitin@mail.ru

The article is devoted to the study of the interaction of the public administration and civil society institutions, the formation of a new institutional environment for successful urban reforms under the influence of the digital transformation of the transport system of the Moscow agglomeration in terms of the development of land-based urban mobility. The author substantiates, based on the analysis of the norm-setting activities of federal and regional authorities, the continuing need of society for the leading role of public administration institutes in regulating the processes of digitalization, primarily in the development of effective legislation for a "smart city" and "smart transport". Special attention should be paid to the issues of targeted use of information technology achievements and data protection obtained during the operation of intelligent transport systems in Moscow. The author proposes to include a number of additional clarifications in the regulatory procedure for the formation and maintenance of automated centralized databases of personal data about passengers and personnel of vehicles.

Keywords: *formal and informal institutions, institutional environment, digital transformation, urban mobility, strategic regulatory regulation, legal experiment, smart transport, intelligent transport system.*

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The method of substantiating the feasibility of the formation and development of cross-border transport clusters

© 2024 **Guskova Marina Fedorovna**

Doctor of Economics, Professor. Russian University of Transport.

E-mail: oet2004@yandex.ru

© 2024 **Smirnov Andrey Igorevich**

Postgraduate student of the Department of Quality Management. Russian University of Transport.

E-mail: andrusar@yandex.ru

The article proposes a method for substantiating the feasibility of the formation and development of cross-border transport clusters. The indicators of the economic effect and efficiency of the company's entry into the cross-border transport cluster are presented. Indicators for assessing trends in the formation and development of cross-border transport clusters are grouped. The criteria for the sustainability of a cross-border transport cluster are presented.

Keywords: *cross-border transport cluster, assessment indicators, sustainability criteria.*

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Aspects of the formation of a commercial organization's development strategy in the context of modern paradigms of mono- and multivector

© 2024 **Ilyin Alexey Evgenievich**

Doctor of Economics, Professor, Director of the Kursk branch. Financial University under the Government of the Russian Federation, Kursk.

E-mail: ilyinae@rambler.ru

© 2024 **Zanina Olga Vladimirovna**

Candidate of Economic Sciences, Deputy. the director of the Kursk branch. Financial University under the Government of the Russian Federation, Kursk.

E-mail: o.zanina@inbox.ru

© 2024 **Shcherbakov Dmitry Borisovich**

Graduate student of the Kursk branch. Financial University under the Government of the Russian Federation, Kursk.

E-mail: dmhacker@yandex.ru

The article discusses various approaches to the formation of a strategy for the development of a commercial organization. The main problems of strategizing at the present stage are investigated. The advantages and disadvantages of multi-vector approach in building a development strategy are considered in detail. The factors of formation of the financial, economic and production strategy of multi-vector development are analyzed. Multi-vector approach as a concept of an organization's development strategy. The stages of developing an organization's development strategy are considered. The complex of accounting and analytical data used by the organization under study in the course of management activities of planning, forecasting and control is analyzed. The directions of risk minimization in the construction of various strategies for the development of the organization are investigated.

Keywords: *organization development strategy, components of economic well-being, multi-vector development, monovector strategy, risk minimization..*

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The service sector of a transforming economy: the focus of change and new marketing and operational features

© 2024 **Klimova Tatyana Bronislavovna**

Candidate of Economic Sciences, Associate Professor, Head of the Department of International Tourism and Hotel Business. Belgorod State National Research University, Belgorod, Russia.

E-mail: tklimova@bsu.edu.ru

© 2024 **Andresian Izabella Feliksovna**

Applicant of the Department of International Tourism and Hotel Business. Belgorod State National Research University, Belgorod, Russia.

E-mail: 06021997@inbox.ru

The service sector is considered as a complex of industries, the enterprises of which provide various services both for the population and for other enterprises and organizations. In the current transforming economy, the service sector attracts the attention of many researchers and economic practitioners. The heterogeneity of the service sector generates a huge number of offers on the market and creates competitive gravity. This study makes a theoretical contribution and demonstrates the focus of changes in the service sector under the influence of various factors and structural complexity. Technological changes, digital activity and digitalization of business processes, changing standards of quality of life, socio-demographic and a number of other factors ensure a progressive trend in the modern structural dynamics of the service sector and the active development of the service economy. The author notes that the development of industry and the service sector must be considered from a position of complementarity, where these two sectors are becoming increasingly interconnected. The diffusion of secondary sector industries towards the tertiary sector is accompanied by the formation of new sub-sectors and types of activities. Time will tell whether the reverse industrialization of the Russian economy is possible. The academic debate on structural shifts and the redistribution of activities between the three main sectors of the economy continues. However, the formation of a service model of economic development caused by the structural complexity of the service sector is obvious.

Keywords: *service sector; service sector; transformation; factors; structural complexity.*

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Financial applications in social networks: problems and development prospects

© 2024 **Klioutchnikova Anna Igorevna**

Master of Physics and Technology School. High Technology Business of the Moscow Institute of Physics and Technology.

E-mail: anutkak10002@gmail.com

© 2024 **Sigova Maria Viktorovna**

Professor, Doctor of Economic Sciences, Rector. International Banking Institute named after Anatoliy Sobchak, Saint-Petersburg; Director of Moscow Physico-Technical Institute Business School, Moscow.

E-mail: sigovamv@ibispb

The article seeks a conceptual framework and basic hypotheses that determine the place of financial applications in financial intermediation and online social networks. Integration of financial, information and sociological approaches to the study of the development of financial services in social networks makes it possible to discover some new features of the evolution of financial intermediation, demonstrate its interdependence with social intermediation, and reveal the synergistic effect of interaction between two previously independent areas of activity. The development of financial activity of social networks can influence the priorities of financial activity, move part of the activity to a new area and, to a certain extent, change the system of financial intermediation; in turn, social networks, by attracting new services for their users, strengthen their positions, expand their areas of activity and traffic networks. The article reveals the informational and behavioral features of financial intermediation and social networks associated with the formation of new structural and organizational forms and socio-financial behavior. To clarify and substantiate them, a search is carried out for hypotheses and concepts, as well as models and tools with which to determine the content and prospects of these processes. In general, financial services on social networks open prospects for a new model of socio-economic development. They also offer a new business model for entrepreneurship and impact lifestyles in a financially oriented way. The article puts forward the position that financial applications on social networks are becoming an important component of a new type of platform economy. It is based on financial intermediation, as well as social intermediation provided by social sites. It also largely determines the formation of a new type of socio-financial ecosystem.

Keywords: *financial networks, social networks, financial applications, financial intermediaries, platform economy, ecosystem, fintech.*

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Features of the development of the transport complex of the Sakhalin region

© 2024 **Kolesnikova Marina Gennadievna**

Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Finance and Accounting. Far Eastern State University of Railway Engineering, Khabarovsk.

E-mail: kolmar1980@yandex.ru

© 2024 **Muravyeva Lyubov Gennadievna**

Candidate of Economic Sciences, Associate Professor of the Department of Finance and Accounting. Far Eastern State University of Railway Engineering, Khabarovsk.

E-mail: Lu10-03@yandex.ru

The purpose of this article is to analyze the trends and features of the development of the transport complex of the Sakhalin region. The relevance of the study is due to the high degree of importance of the transport complex in ensuring the sustainable functioning of the regional economy. Influencing all the parameters of the functioning of the economic system, the transport complex must meet the requirements of safety and reliability of all its elements. This is of particular importance in the conditions of the island situation of the Sakhalin region. The study of the dynamics of the development of the transport industry was based on the identification of the main trends, as well as factors affecting the effectiveness of its functioning. The work used such indicators as the length of paved public roads, their density, the volume of goods transported, cargo turnover on a commercial basis, the number of passengers transported by public transport, passenger turnover, the operational length of public railway tracks, the density of railway tracks.

The article reflects the factors both contributing to the effective functioning of the transport complex and its limitations. The paper notes generally positive trends in the development of various modes of transport, which is due to the intensification of the activities of executive authorities in solving sectoral problems. The transport reform carried out on the territory of the Sakhalin Region has contributed to a significant increase in passenger traffic on such types of transport as automobile, railway and aviation. The ambiguous dynamics of cargo turnover indicators is due to infrastructural problems associated with maritime transportation.

Based on the conducted research, conclusions reflecting the peculiarities of the development of the transport complex of the region were formulated. The empirical basis of this study was data from the Ministry of Transport and Road Management of the Sakhalin Region, the Ministry of Economic Development of the Sakhalin Region, the Federal State Statistics Service (Rosstat), the territorial body of the Federal State Statistics Service for the Sakhalin Region.

Keywords: *transport complex, transport accessibility, passenger turnover, cargo turnover, transport infrastructure, railway transport, road transport, aviation transport, maritime transport, pipeline*

transport.

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Modern approaches and indicators characterizing the effectiveness of the functioning of special economic zones

© 2024 **Kolobaev Arseniy Yurievich**

Postgraduate student. Russian University of Cooperation, Mytishchi.

E-mail: mrkolars@gmail.com

A special economic zone is a territory with a special (preferential) tax regime and simplified customs procedures, which makes business in this territory more profitable and promotes investment activity, including from foreign companies and individuals. The main indicators characterizing the effectiveness of their activities are: the number of residents, the volume of investments, the volume of revenue, the number of jobs, the volume of taxes and fees paid.

Keywords: *economy, investment, tax benefits, efficiency, jobs, special economic zones.*

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Amursk POX as a key project for the development of Polymetal and the Russian gold mining industry

© 2024 **Kopylov Yakov Mikhailovich**

2nd year student at the Master's Institute. Saint-Petersburg State University of Economics.

E-mail: kopylov.yasha@mail.ru

In the context of sanctions pressure and the need to localize all production stages of the gold mining industry in Russia, the Amursk POX is a key enterprise that can cope with this task in the long term. Today, part of the concentrate, produced by Polymetal, is exported. The commissioning of the second stage of the AGMK will make it possible to process all the concentrate produced by the company and third parties in Russia, which will reduce the dependence of Russian gold miners on foreign buyers in today's dynamically changing conditions.

Keywords: *project, production, gold, AGMK, Polymetal, mining, refractory ore, concentrate.*

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Provision of healthcare services to persons over 60 years of age: selected issues and recommendations for their solution

© 2024 **Korobkova Oksana Konstantinovna**

Professor of the Higher School of Economics, Doctor of Economics, Associate Professor. Pacific State University, Institute of Economics and Management.

E-mail: korobkova.ok@yandex.ru

© 2024 **Voronina Natalia Vladimirovna**

Head of the Department of Internal Medicine, Geriatrics and Instrumental Diagnostics, Doctor of Medical Sciences, Professor, Honored Doctor of the Russian Federation. Far Eastern State Medical University. E-mail: mdvoronina@yandex.ru

Introduction. The scientific article examines various aspects of the management of health services provided to people over 60 years of age who have suffered fractures. The high relevance and fundamental importance of this issue determined the promising direction of this study, since the need for health and social services for people over 60 years of age who have suffered fractures has increased due to the restriction of their vital activity due to age-related health changes, as well as changes in social status. It should be noted that the problems in the field of healthcare in the provision of services to residents over the age of 60 remain poorly understood. **The purpose of the study:** based on the conducted research on the organization of health services to citizens over 60 years old who have suffered a fracture, to develop recommendations for the development of health services, including geriatric services in this area. **Methodology.** The study of health services for people over 60 years old who have suffered fractures determines the object of study and determines the sequence of work. The methodological basis of the scientific article was the systematization of economic information, general scientific methods of analysis, methods of economic and statistical analysis. **Results.** It is shown that the solution to this goal can be achieved on the basis of the genesis of health and social services for people over 60 years old who have suffered fractures, which will serve to increase life activity and employment, social participation in public life of the state. **Conclusions.** The proposed recommendations on the development of the economy and management of healthcare organizations providing services to people over 60 years old who have suffered fractures will increase the efficiency of the healthcare sector, which will lead to an increase in satisfaction of recipients of services, people over 60 years old, with their quality and accessibility.

Keywords: *service, healthcare, geriatrics, senior citizens, recipients of services, demography, fractures.*

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Trends in digitalization of the fisheries sector as a factor of socio-economic development

© 2024 **Koroleva Ksenia Sergeevna**

Senior lecturer of department of business informatics, PhD in economic. Saint-Petersburg State Institute of Technology (Technical University), Saint-Petersburg.

E-mail: ks.korolewa@yandex.ru

Modern scientific trends are paying increasing attention to the problem of the development of the information society, the creation of a digital platform model, the characteristics of human resources, as well as a number of other issues of the development of the digital economy. Particular attention is paid to the introduction of digital technologies in industries that are responsible for food security, and whose activities lie in three planes: social, environmental and economic. One of these industries is the fishery complex, which needs transformational changes and the development of a set of measures for the implementation of digitalization solutions.

Keywords: *fishery complex, digitalization, sustainable development.*

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Accounting and control of capital investments in radical land improvement

© 2024 **Kosolapova Marina Valentinovna**

Doctor of Economics, Professor of the Department of Audit and Corporate Reporting. Financial University under the Government of the Russian Federation. Russia Moscow.

E-mail: MVKosolapova@fa.ru

The main means of production in agricultural production are land, the composition of which is very diverse, but all of them require conservation, improvement and, if necessary, restoration. Capital expenditures are necessary to maintain soil fertility and maintain its ability to produce large quantities of products. In the agriculture industry, capital investments in radical land improvement have different types, and depending on this, different accounting procedures.

Keywords: *capital investments, accounting, accounting object, fixed assets, land, agricultural producers.*

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The Sustainable Development Special Features And Principles Of High-Tech Industrial Enterprises

© 2024 **Kuzina Marina Alekseevna**

Assistant Professor of the Department of Quality Management. Russian University of Transport.

E-mail: salvadore07@yandex.ru

© 2024 **Smirnov Vitaly Georgievich**

Professor of the Department, Doctor of Economics, Associate Professor. Moscow Aviation Institute.

E-mail: svgvggy@mail.ru

© 2024 **Kuzina Elena Leonidovna**

Professor of the Department of Quality Management. Russian University of Transport.

E-mail: kuzina2008@yandex.ru

The structural transition to the development of industry based on knowledge-intensive high-tech resource-saving industries is currently fully able to provide scientific and technological advantages and competitiveness in the global market. Using the enterprise system model “resources – business processes – results”, the article defines the features and principles of sustainable development of enterprises of the machine–building complex.

Keywords: *industry, high-tech enterprises, balanced scorecard, sustainable development, efficiency.*

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The impact of the digital economy on national sovereignty and economic security of the country

© 2024 **Kuznetsova Vera Viktorovna**

Candidate of Economic Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: v.kuznetcova@mgutm.ru

© 2024 **Smirnova Anastasia Konstantinovna**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: a_smirnova@list.ru

© 2024 **Bogonosova Irina Aleksandrovna**

Senior Lecturer of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: bogonosovaia@mgutm.ru

In today's world, digital technologies are an integral part of all spheres of life. Particular attention should be paid to digital technologies in the economic sphere, which create new opportunities for optimising economic processes and attract researchers around the world. Economists and scientists of related fields are not only engaged in developing measures to improve the processes of the digital economy, but are also concerned about preserving the security of the national economy from growing cyber threats. Russian researchers have concluded that it is necessary to conduct measures to strengthen the country's economic security with an eye on digitalisation, because the growing use of information technology is increasing the challenges to the security and integrity of the country's national sovereignty. Digital sovereignty is the right and ability of a country to control its own digital data. With the shift to digital, hacking and data theft have increased, information leakage abroad is gaining momentum and poses a real threat to a country's national sovereignty. Russia is actively fighting digital threats, building up its strength and potential. Over the past year, extensive work has been carried out to introduce technological means of censorship, improving control and tracking of information flows on a large scale. To achieve its priority goal of creating a sovereign internet, the Russian government is actively pursuing import substitution in IT and encouraging protectionism in domestic software and internet services, while creating obstacles for foreign technology companies. By continuing to work in this direction, forecasting potential threats and tracking the vector of change of the digital economy, Russia is able to reach a higher level of cybersecurity and preserve the country's national sovereignty and economic security.

Keywords: *digital economy, national sovereignty, economic security, digital security, country security.*

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Research on the role of tourism clusters in ensuring sustainable development of the region

© 2024 **Lapin Alexander Sergeevich**

Assistant at the Institute of Tourism, Service and Creative Industries, Southern Federal University, Rostov-on-Don, Russia.

E-mail: lapinlapinas@yandex.ru

In the article, the author examines the main issues related to the analysis of the role of tourism clusters in the regional economy, and identifies the relationship between the effects that the cluster brings to the region and its economic entities, and the functions of the cluster in relation to achieving sustainable development goals. The study proposes a model of sustainable cluster development that takes into account both the basic principles of the development of cluster formations and the peculiarities of the tourism industry itself. Based on the SWOT analysis of tourist clusters, the author identifies the main prospects and possible risks of the formation of this type of domestic tourist clusters in the new economic conditions.

Keywords: *tourism clusters, regional economy, sustainable development.*

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Artificial intelligence in higher education - breakthrough or degradation

© 2024 **Loskutova Maya Alekseevna**

Candidate of Economic Sciences, Associate Professor of the Department of Management.

St. Petersburg branch of the Financial University under the Government of the Russian Federation, St. Petersburg.

E-mail: Maaloskutova@fa.ru

The article examines the dynamics of the use of artificial intelligence (AI) in the higher education system of the Russian Federation in the period from 2020 to 2022. The main areas of its application at the global level are determined, including profiling and forecasting, the development of intelligent learning systems, assessment and testing, as well as the creation of adaptive systems and personalization of learning. Particular attention is paid to the share of identified problems in scientific articles in the total number of articles devoted to the use of AI in higher education. Specific problems that the Russian Federation faces when integrating AI into the educational process have been identified, including issues of ethics, data security, and limited access to foreign AI models, including LLM. The article proposes methods for minimizing the negative consequences of using AI and ways to enhance its positive impact on the higher education system. Particular attention is paid to the need to adapt curricula and teaching methods to new technological realities, as well as to develop effective mechanisms for monitoring and assessing the quality of educational services provided using AI.

Keywords: *artificial intelligence, higher education, profiling, student assessment, intelligent teaching systems, adaptive systems, learning process.*

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Russian labor market: state of labor potential and mechanisms for its development

© 2024 **Volkova Elvira Sergeevna**

Candidate of Economic Sciences, Associate Professor of the Department of Management. St. Petersburg branch of the Financial University under the Government of the Russian Federation, St. Petersburg.

E-mail: ESVolkova@fa.ru

© 2024 **Loskutova Maya Alekseevna**

Candidate of Economic Sciences, Associate Professor of the Department of Management. St. Petersburg branch of the Financial University under the Government of the Russian Federation, St. Petersburg.

E-mail: Maaloskutova@fa.ru

The work examines key aspects of the Russian labor market, including the dynamics of the number of labor resources for the period 2018–2022. They are characterized by the peculiarities of changes in the country's labor potential. The main risks for the labor market are identified and analyzed, such as a decrease in business margins, an increase in the share of informal employment, a stoppage of business processes due to a lack of personnel, the preservation of production technologies and a decrease in the qualifications of specialists in conditions of limited access to extreme markets. The emphasis is on the need to adapt labor potential and the approach to the development of market labor to modern and future economic challenges. In particular, areas for strengthening labor potential through educational programs, simplifying migration policy, introducing VAT benefits for the import of not only innovative equipment and interest compensation on loans to stimulate the transition to new technological solutions are highlighted.

Keywords: *labor market, labor resources, informal employment policy, Industry 4.0, migration.*

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Features of the development of the Far North of the Russian Federation

© 2024 **Melnikova Lyubov Anatolyevna**

PhD, assistant professor of Business Analysis Department. Financial University under the Government of the Russian Federation, Moscow.

E-mail: Lamelnikova@mail.ru

The Far North of the Russian Federation is a distinctive and important component of the country's economic space, characterized by unique natural and climatic conditions that have a significant impact on the trajectory of its development. Occupying about 65% of the country's territory and extending beyond the Arctic Circle, the Far North is a vast expanse where people's livelihoods are closely intertwined with the challenges and opportunities posed by harsh natural conditions.

Keywords: *Far North, Arctic, special economic zone, extreme climatic conditions.*

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Assessment of the economic efficiency of the territories of the Far North of the Russian Federation

© 2024 **Melnikova Lyubov Anatolyevna**

PhD, assistant professor of Business Analysis Department, Financial University under the Government of the Russian Federation, Moscow.

E-mail: Lamelnikova@mail.ru

The economic efficiency of the territories of the Far North of the Russian Federation is inextricably linked with the influence of various factors, including the consequences of economic disintegration, problems of energy supply, transport infrastructure, use of natural resources and the role of government intervention.

Keywords: *economic efficiency, Far North, Arctic, special economic zone, extreme climatic conditions.*

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The complex attitude towards the franchise choice: step-be-step guide

© 2024 **Mikhailova Liudmila Alexandrovna**

Candidate of Economics, Docent, Senior Lecturer. Financial University under the Government of the Russian Federation. Lomonosov Moscow State University.

E-mail: write333@yandex.ru

Franchising as a way of business development helps use the advantages of large nets while opening your own venture. Nevertheless while choosing the franchise, one should take into account numerous factors, gather all the information about the franchise and analyze it. The article offers the complex attitude towards the franchise's choice.

Keywords: *franchising, franchisor, franchisee, nets, lump-sum fee, royalty, pay-back period, investment.*

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Digital technologies and threats to the economic security of small and medium-sized businesses

© 2024 **Mirgorodskaya Marina Gennadievna**

Candidate of Economic Sciences, Associate Professor, Head of the Department of Finance, Accounting and Economic Security, Moscow State University of Technology and Management named after K. G. Razumovsky (First Cossack University), Moscow, Russia

. E-mail: mgm2502@mail.ru

© 2024 **Levchenko Anastasia Mikhailovna**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: mar.levchenko2010@yandex.ru

© 2024 **Apachanov Anton Sergeevich**

Candidate of Technical Sciences, Associate Professor of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: aasprof@mail.ru

© 2024 **Gadzhieva Gunai Huseyn kyzy**

Master's Student of the Department of Finance, Accounting and Economic Security. K. G. Razumovsky Moscow State University of Technology and Management (First Cossack University), Moscow, Russia.

E-mail: stud031050@mgutu.loc

The article provides an in-depth analysis of the impact of digital technologies on small and medium-sized businesses, examines their role in the modern economy, and assesses the prospects for development in the context of digitalization. It describes the key aspects of digital innovations, their potential to improve operational efficiency, expand markets and strengthen customer relationships.

Keywords: *digital technologies, small and medium-sized businesses, financial indicators, GDP, development.*

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Analysis of the development of sales via the internet as a new sector of Russian retail trade

© 2024 **Mustafaeva Sima Radjeddinovna**

Lecturer, Department of Business Analytics. Financial University under the Government of the Russian Federation.

E-mail: srmustafaeva@fa.ru

The development of various types of online commerce has a large-scale impact on the development of the global economy, as well as individual industries and sectors. First of all, it changes the structure of the retail industry in the national economies of individual countries. The purpose of the study is to assess the general direction and scale of the development of this phenomenon in Russia, as well as to give a forecast assessment for the coming years.

Keywords: *online commerce, COVID-19 impact, dynamics analysis, trend model, digitalization of the economy.*

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Regional differences in the distribution of internet trade in Russia

© 2024 **Mustafaeva Sima Radjeddinovna**

Lecturer, Department of Business Analytics. Financial University under the Government of the Russian Federation, Moscow.

E-mail: srmustafaeva@fa.ru

The purpose of the article is to identify and assess the difference between the subjects of the Russian Federation in terms of the extent of distribution of such a form of retail trade as online sales, which is rapidly developing worldwide, taking an increasing share in retail turnover. Based on the analysis of official statistics data for 2022, it was revealed that, despite the general trend towards expanding the use of online sales in Russian regions, there is a regional differentiation. It manifests itself both between the subjects of individual federal districts and on a broader geographical scale.

Keywords: *retail trade, online trade, regional differentiation, analysis of variation, correlation.*

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Investing in Technological Development of the Russian economy: Present and Future

© 2024 **Narbut Victoria Victorovna**

PhD in Economics, Associate Professor. Financial University under the Government of the Russian Federation.

E-mail: vnarbut@fa.ru

The research paper is devoted to the analysis of investments in the technological development of industries of the Russian economy in the conditions of sanctions. The article analyses the dynamics of investment in fixed assets, investment in reconstruction of fixed assets in Russian regions, grouping of Russian regions by the state of fixed assets and the level of investment in technological development.

Keywords: *investment in fixed capital, reconstruction, modernization, share of investment, technological development.*

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Innovation potential as a factor in ensuring economic security at the regional level

© 2024 **Panteleev Evgeniy Mikhailovich**

Applicant for the Department of Economic Theory and Econometrics, Institute of Management, Economics and Finance. Kazan (Volga Region) Federal University, Kazan.

E-mail: Ksv1002@mail.ru

In the context of sanctions pressure, innovative potential is becoming increasingly relevant; its role in ensuring the economic security of the regions is increasing significantly. The object of the study is the innovative potential of the country's regions, the subject is the economic relations that arise in the process of ensuring economic security. Its specific characteristics, signs and types of threats, the structure of innovative potential, in the form of administrative, infrastructural, personnel and investment potentials, are revealed.

Keywords: *innovative potential, infrastructure, personnel, investment potential, economic security.*

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Assessment of the regional aspect of internet sales distribution using multidimensional analysis methods

© 2024 **Petrov Alexander Mikhailovich**

Doctor of Economic Sciences, Advanced Doctor, professor of Business Analysis Department. Financial University under the Government of the Russian Federation, Moscow, Russian Federation.

E-mail: palmi@inbox.ru

Inequality and differentiation of Russian regions is a problem that does not lose its relevance. At the same time, the regional difference is manifested in a wide range of socio-economic parameters. In this article, we consider the types of subjects of the Russian Federation that have been formed today, the difference of which can be distinguished based on the degree of distribution of such a form of retail trade as online sales. A set of multidimensional analysis methods is used as analytical tools.

Keywords: *Internet sales, regional typology, multiple regression, multidimensional scaling, typologization.*

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Development of scientific research on the problem of motivation in economic systems

© 2024 **Petrov Alexander Mikhailovich**

Doctor of Economic Sciences, Advanced Doctor, professor of Business Analysis Department. Financial University under the Government of the Russian Federation, Moscow.

E-mail: palmi@inbox.ru

Motivation in management always remains a key task, the solution of which determines the result and effectiveness of economic activity. At the same time, the task of motivation can be set at various levels of management: from a separate division of an enterprise to the level of the state's economic system. In this article, we consider the problem of motivation in various contexts in order to assess the state of knowledge of this area as a field of scientific research.

Keywords: *motivation, economic system, reforms, strategic management, competition, corporate strategies.*

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Metrics of innovation activity of Russian companies in the food market

© 2024 **Popadyuk Tatiana Gennadyevna**

Doctor of economic science Professor of the Chair Strategic and Innovative Development. The Financial University under the Government of the Russian Federation.

E-mail: TPopadyuk@fa.ru

© 2024 **Gorohovik Yuliya Alekseevna**

Magistrant of the Chair Strategic and Innovative Development of The facultet High School of management of the Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: gorokhovik21@mail.ru

The problem of increasing the innovative activity of industrial companies is becoming more and more relevant as competition intensifies and it is understood that it is the innovative activity of companies that contributes to maintaining long-term competitive advantages in the market. Innovation activity is an important measurable characteristic of innovation activity, reflecting its intensity and the degree of involvement of the company's innovation potential in the innovation process. This article analyzes the existing methods for measuring the innovation activity of companies, based on resource, performance and statistical approaches, reveals the advantages and limitations of the approaches used. The authors come to the conclusion that in order to measure the innovative activity of industrial companies, it is necessary to use a comprehensive assessment, which allows to give the result of a comprehensive analysis of a set of quantitative, cost and integral indicators.

Keywords: *innovations, innovative activity, indicators of innovation activity, metrics of innovation activity.*

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Economic and legal tools to improve the efficiency of the budget process

© 2024 **Revunov Roman Vadimovich**

Docent, candidate of economic sciences, Department of Management of the Development of Spatial-Economic Systems. Southern Federal University, Rostov-on-Don.

E-mail: rrevunov@mail.ru

© 2024 **Chernov Mikhail Vladimirovich**

Senior lecturer, Department of Physical Education. Novochoerkassk Engineering and Reclamation Institute named after A. K. Kortunova – branch of the Don State Agrarian University, Novochoerkassk.

E-mail: mchernov72@mail.ru

© 2024 **Kompaneytsev Andrey Dmitrievich**

Student. Southern Federal University, Rostov-on-Don.

E-mail: KomaneytsevAD@gmail.com

© 2024 **Koltsova Sofya Sergeevna**

Student, Novochoerkassk Engineering and Reclamation Institute named after A. K. Kortunova – branch of the Don State Agrarian University, Novochoerkassk.

E-mail: sonya.koltso@bk.ru

The article examines the tax powers of municipalities of the Russian Federation, the proportions of distribution of revenues of the most significant taxes between the levels of the budget system of the Russian Federation. It has been established that such a distribution format provokes an increase in interregional and intermunicipal disproportions in the socio-economic development of the Russian Federation. Proposals aimed at eliminating the above imbalances are substantiated. The results of the study can be used by federal and regional government bodies in developing financial policies.

Keywords: *region, municipality, budget, taxes, economy, state, management, law.*

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Methods of strategic planning and their systematization

© 2024 **Savenkov Leonid Dmitrievich**

Associate Professor, Candidate of Economic Sciences. Togliatty State University, Togliatty.

E-mail: leonidsavenkov89@yandex.ru

The purpose of this paper is to conduct the process of systematization of strategic planning methods using graph tree and cluster analysis.

In this study 23 methods of strategic planning were analyzed. Initially, the author conducted a systematization of strategic planning methods based on the subdivision of factors into three classifications: external environment, internal environment and general strategic methods. The paper systematized the strategic planning methods based on the graph method on the basis of external and internal analysis, and revealed the interrelationships between them. The obtained interrelationships between them showed that there is no relationship between all methods. There are mainly interactions with two or three methods. Further, the study conducted a classification of strategic planning methods based on cluster analysis to distribute the types of strategic planning methods, based on eight evaluation criteria defining a set of attributes that characterize a given set of methods. For cluster analysis, the data were pre-processed and converted into a numerical format. For the evaluation criteria, a numerical scale was used to define the values "low", "medium" and "high". The elbow method was used to find the optimal number of clusters. In the first cluster we have the most known and most frequently used 3 methods: PEST Analysis, Porter's Five Forces Model, SWOT Analysis. Cluster number 3 includes only Economic Prognosis Methods, cluster number 4 includes QUEST Analysis method. These methods are some of the most difficult to implement and innovative methods. Cluster number 2 includes all other methods of strategic planning.

Keywords: *strategic planning, methods, cluster analysis, elbow method, graph tree.*

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Organizational and functional model of interaction between electric power industry enterprises and the region

© 2024 **Shestiperova Elena Yuryevna**

Candidate of the Department of Economic Security and Risk Management. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: 88elena88@inbox.ru

The article examines the structure of the Russian electric power industry. The production and sale of electric energy are potentially competitive, transmission and distribution, and control of the operating modes of the power system remain naturally monopolistic. One of the key features of the Russian electric power industry is the unique structure of its infrastructure. Based on the analysis, an organizational and functional model of interaction between electric power industry enterprises and the region was developed. The main factors of influence of both electric power enterprises on the activities and economy of the region and the region on them have been identified. Ensuring the reliability of energy supply, the economic impact on the regional economy and cooperation with the authorities are the main aspects of this interaction. Joint efforts to implement these factors ensure the effective functioning of the energy system, contribute to the economic growth of the region and improve the quality of life of its residents.

Keywords: *electric power industry; generating companies; grid companies; energy sales companies; interactions between electric power industry enterprises and the region.*

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Budgeting planning in production and economic activities of an economic entity

© 2024 **Shlychkov Dmitry Sergeevich**

Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Audit and Corporate Reporting. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: dsshlychkov@fa.ru

Budgeting is one of the traditional methods of monitoring the performance of the financial and economic activities of an economic entity. Modern approaches to managing assets, liabilities and capital of a company require completely new approaches to the process of budgeting activities. The purpose of the article is to reveal the issue of implementing the budget planning process. Based on the normative and scientific basis of the budgeting process, the article defines the concept of budget planning, taking into account such approaches as forecasting and planning.

Keywords: *economic entity, forecasting, planning, budgeting, controlling.*

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Strategies for the development of digital infrastructure in the digitalization of Russian electric power companies

© 2024 **Shulkin Yuri Andreevich**

Graduate student. National Research University Moscow Power Engineering Institute, Russia, Moscow.
E-mail: ua.shulkin@mail.ru

© 2024 **Leyman Evgeny Nikolaevich**

Candidate of Economic Sciences, Associate Professor of the Department of Economics in Energy and Industry. National Research University Moscow Power Engineering Institute, Russia, Moscow.
E-mail: leiman@mail.ru

The global challenges, such as the increasing demand for energy resources, their storage, and transmission, as well as the energy transition underscore the strategic significance of the energy and electric power sector. Notably, the Russian electric power complex is forging ahead in terms of digital innovation due to integration of the functionality and digital infrastructure. The integration of digital technologies is reshaping infrastructure, elevating it from a mere constraint to a pivotal driver of development, both for the complex as a whole and its individual components. Today and in the future, critical objectives encompass the strategic diversification of technological and hardware solutions, targeting specific consumer segments, and achieving cost leadership in the creation and utilization of equipment. This hold true in every aspect of digital infrastructure advancement.

Keywords: *Strategic development, digitalization, energy transition, electric power industry, energy infrastructure, digital infrastructure, differentiation, diversification, generation, markets.*

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Venture investment as a business process, the modeling of which is a tool for optimizing the transition of industrial enterprises to an innovative path of development

© 2024 **Sigankov Alexey Alexandrovich**

Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Information Technology in Public Administration. MIREA is a Russian Technological University.

E-mail: sigankov@mirea.ru

© 2024 **Dzyurdza Olesya Anatolyevna**

Senior Lecturer at the Department of Innovation Management. Senior Lecturer at the Department of Information Technology in Public Administration. State University of Management. MIREA is a Russian Technological University.

E-mail: dzyurdzya@mirea.ru

© 2024 **Burlakov Vyacheslav Viktorovich**

Doctor of Economics, Associate Professor, Professor of the Department of Information Technology in Public Administration. MIREA is a Russian Technological University.

E-mail: bur77@mail.ru

The article is devoted to the transition of domestic industrial enterprises to the innovative development path due to the use of venture investment. The presented materials contain statistics on the innovative activity of domestic industrial production. It was shown that despite the achieved certain successes, in general, the innovative activity of the domestic industry remains at a low level and needs approaches, the use of which would contribute to an increase in innovative activity. A ventricular investment can be used as such an approach, which has been used in developed Western countries for more than a dozen years and is a fairly effective tool for attracting financial resources in order to implement innovative projects. The article presents a characteristic of venture investment, and also concludes that domestic industrial enterprises practically consider the issue of its use in their activities for a number of reasons. Among the main reasons, the authors identify the low level of development of venture investment in the country, ignorance of the possibilities of this approach and the elementary fear of industrial enterprises management in the activities of companies. To reduce the influence of the above causes, the authors are proposed to consider venture investment as a business process and carry out its modeling, which can become a useful and effective tool for understanding and optimizing this process and, as a result, its implementation to intensify the innovative activities of industrial enterprises, in their own in their The queue will favorably affect their competitiveness.

Keywords: *business processes, modeling, venture investment, industrial enterprises, innovative development.*

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Changing the structure of the Russian car market in 2023

© 2024 **Strubalin Pavel Vladimirovich**

PhD in Economics, Associate Professor of the Department of Business Analytics. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: pavel0@mail.ru

The article presents an analysis of the structure of the car brands represented in Russia. A comparative analysis of car brand sales in the Russian car market in 2023 was carried out.

Keywords: *automotive market in Russia, car brands, structural changes.*

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Transformation of the Russian car market

© 2024 **Strubalin Pavel Vladimirovich**

Candidate of Economic Sciences, Associate Professor of the Department of Business Analytics.

Financial University under the Government of the Russian Federation. Russia Moscow.

E-mail: pavel0@mail.ru

The article provides a structural analysis of the car market in Russia. A comparative analysis of car sales from Western manufacturers, domestic manufacturers and Chinese manufacturers is carried out for the period from 2015 to 2024.

Keywords: *automobile market in Russia, car manufacturers, structural changes.*

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Prerequisites for the formation of a Russian energy development strategy during the transition to a low-carbon economy

© 2024 **Marintseva Irina Alekseevna**

postgraduate student at the department Economics in Energy and Industry. National Research University Moscow Power Engineering Institute.

E-mail: MarintsevalA@mpei.ru

© 2024 **Sukhareva Evgeniya Viktorovna**

Dr. Sc. (Econ), Associate professor, Professor at the Department of Economics in Energy and Industry. National Research University Moscow Power Engineering Institute.

E-mail: SukharevaYevV@mpei.ru

One of the key goals of the Russian energy sector is preparation for the transition and the transition itself to a low-carbon economy, which is accompanied by difficulties and requires the development of an effective action plan. This article examines the prerequisites and results of creating a functioning mechanism for formulating an energy development strategy in a low-carbon economy.

Keywords: *low-carbon economy, greenhouse gases, carbon-free energy, development strategy.*

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Statistical modeling of the influence of factors on the level of municipalities development

© 2024 **Tyunkov Alexander Valerievich**

Post-graduate student of Department of Business Analytics. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: aleksandr-tyunkov@yandex.ru

Municipalities as a type of administrative-territorial units have their own peculiarities in the tasks assigned to municipal authorities, in the structure of government bodies, as well as in the formation of an information and analytical management base, the prerogative of which is assigned, first of all, to the bodies of official statistics. Municipal statistics in the Russian Federation are currently under reform and improvement. The key problem faced by researchers of the socio-economic status and development of municipalities is the completeness of the reflection of all its aspects necessary for statistical analysis. The modern system of statistical indicators of Rosstat, presented in the Database "Indicators of Municipalities" (PMO), has a rather one-sided, more fiscal and budgetary orientation and is much inferior in the completeness of disclosure of data on the state of the territory to the system of indicators formed at the level of the subjects of the Russian Federation. One of the main problems is the absence in the PMO database of an indicator reflecting the cumulative result of the economic activity of a municipality for a period – an analogue of GDP and GRP at the municipal level. This limits the possibilities of analyzing the factors of the development of municipalities, its modeling and forecasting. In the article, we analyze the influence of factors on the level of development of municipalities in the Samara region and its modeling based on the regression analysis method. At the same time, as variables considered for building the model, we use both indicators of municipal statistics and the indicator of Gross municipal product obtained by us on the basis of one of the existing methods. The analysis made it possible to identify the factors that have the greatest impact on the level of development of municipalities in the studied region, as well as to obtain a regression equation to describe the nature of their influence.

Keywords: *Municipal statistics, indicator system, municipalities, Gross municipal product, regression analysis, simulation modeling.*

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Falsification as a type of financial reporting fraud

© 2024 **Zargaryan David Petrosovich**

Student. Financial University under the Government of the Russian Federation Russia, Moscow.

E-mail: davidzargaryan@mail.ru

© 2024 **Kevorkova Zhanna Arakelovna**

Doctor of Economic Sciences, Professor. Financial University under the Government of the Russian Federation.

E-mail: zhanna.kevorkova@mail.ru

The article discusses current issues related to the problems of falsification of financial statements. Special attention in the research process is paid to understanding the essence of falsification and its types. The consequences that may result from deliberate distortion of credentials are also outlined. In addition, signs and indicators are identified that may indicate falsification of reporting. Particular emphasis is placed on approaches and procedures for detecting fraud.

Financial reporting fraud causes problems for any counterparties of an economic entity. This could lead to widespread reputational damage as well as serious regulatory penalties.

The obtained research data can be used by economic entities to identify fraudulent activities and analyze their impact on the performance of the organization's business activities.

Keywords: *financial reporting, falsification, income, risk.*

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Innovative factors of regional economic development in the context of technological singularity

© 2024 **Zhelaeva Svetlana Eduardovna**

Doctor of Economics, Associate Professor, Head of the Department of Management, Marketing and Commerce. East Siberian State University of Technology and Management. E-mail: zhelay@yandex.ru

© 2024 **Tonkikh Viktor Alexandrovich**

Postgraduate student. East Siberian State University of Technology and Management.
E-mail: viktor.tonkih@mail.ru

© 2024 **Slepneva Lyudmila Romanovna**

Doctor of Economics, Associate Professor, Dean of the Faculty of Economics and Management. East Siberian State University of Technology and Management.

E-mail: slluro@mail.ru

© 2024 **Naydanova Erzhena Batozhargalovna**

Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Economic Theory, World Economy, State and Municipal Management. East Siberian State University of Technology and Management.

E-mail: erzhena_bolotova@mail.ru

© 2024 **Sidelnikov Nikita Alexandrovich**

Postgraduate student. East Siberian State University of Technology and Management.

E-mail: nikita_alexandrovich@list.ru

The article considers the main prerequisites for the innovative development of the regional economy, and the region that is part of the Far Eastern Federal District – the Republic of Buryatia - acted as the object of research. The paper provides a retrospective analysis of indicators reflecting the innovative activity of the region, which made it possible to identify key factors influencing the development of innovative activities. The authors have identified the main problems of the development of innovative activity in the republic and identified areas that allow solving a number of topical issues.

Keywords: *innovation, regional economy, technological singularity, innovative development.*

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FINANCE

Digitalization of business processes as an element of the leasing company's strategy

© 2024 **Kulinich Nikolay Nikolaevich**

Postgraduate student of the Saint Petersburg University of Management and Economic Technologies, Saint Petersburg, Russia.

E-mail: ncls-spb@yandex.ru

© 2024 **Goncharuk Olga Alexandrovna**

Director of the Project Office National Leasing Company for Industrial Development LLC, Moscow, Russia. E-mail: m.go@mail.ru

In the article, the authors consider the trends and problems of the leasing market development at the present stage. The authors substantiate the effectiveness of digitalization of the retail business model of financial leasing, identify the directions and potential effects of digitalization of business processes of a leasing company.

Keywords: *financial leasing, leasing company, development strategy, digitalization, business processes.*

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Features of the development of separate elements of marketing strategies in banks

© 2024 **Merkulina Irina Anatol'evna**

Doctor of Economics, Professor, Professor of the Department of Logistics, Faculty of Economics and Business. Financial University under the Government of the Russian Federation, Moscow.

E-mail: IAMerkulina@fa.ru

The conditions for the effectiveness of the marketing strategy implementation are determined. The features of the implementation of the loyalty program as a separate element of the bank's marketing strategy have been formed. The role of and analysis of the effectiveness of managing the bank's relationships with clients and partners in the formation of a marketing strategy was determined. A classification of legal entities in complex customer-oriented banking services is presented.

Keywords: *bank, service, marketing, strategy, loyalty, management, relationships.*

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Financial management in the digital economy

© 2024 **Nezamaikin Valery Nikolaevich**

Doctor in Economics, Professor, Professor of Finance and Credit Department, Professor of the Department of Economic Theory. Russian State University for the Humanities; Financial University under the Government of the Russian Federation, Moscow.

E-mail: nezamaikinvn@mail.ru

© 2024 **Morkovkin Dmitry Evgenievich**

PhD in Economics, Assistant professor, Associate Professor of the Department of Economic Theory, Leading Researcher at the Institute for International Economic Relations Research. Financial University under the Government of the Russian Federation, Moscow.

E-mail: MorkovkinDE@mail.ru

The paper provides an overview of the theoretical and practical foundations of financial management of commercial organizations in the digital economy. The relevance of scientific research is due to the fact that in the era of the Fourth Industrial Revolution, new technologies appear and spread, allowing, through the digitalization of finance, financial relations and processes, to increase the efficiency of financial management of commercial organizations. The object of the study is the finances of Russian organizations during the digital economy. The subject of the study is the theoretical and practical foundations of financial management of commercial organizations in Russia in the digital economy. The article discusses the theoretical foundations of the formation of the concept of financial management in the digital economy, where it becomes possible to digitize the business processes of the financial department of an enterprise. The experience of using digitalization products in improving financial management in commercial organizations is systematized, and the specific advantages of following this development trend are identified. The key shortcomings and difficulties in financial management of modern organizations, which are caused by the dynamism of the economic environment during the digital economy, are analyzed. The article concludes that the digital economy allows modern managers to use innovations and technologies to significantly improve the efficiency of management activities in the field of finance.

Keywords: *digital economy, corporate finance, financial management, effectiveness of management decisions, digital finance, financial technologies.*

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Modern factors and trends in public finance of the Republic of Dagestan

© 2024 **Ramazanova Marina Yusufovna**

Associate Professor, Candidate of Economic Sciences. Dagestan Institute of National Economy, Makhachkala.

E-mail: E

minowa.marina@yandex.ru

© 2024 **Chernov Mikhail Vladimirovich**

Senior Lecturer. Novochoerkassk Engineering and Reclamation Institute – branch of the Don State Agrarian University, Novochoerkassk.

E-mail: mvchernov@mail.ru

© 2024 **Koltsova Sofya Sergeevna**

Student. Novochoerkassk Institute of Engineering and Melioration – branch of the Don State Agrarian University, Novochoerkassk.

E-mail: sonya.koltso@bk.ru

The article examines the indicators of income, expenses, the state budget deficit of the Republic of Dagestan, the main parameters of public debt for the period 2021–2023. Both negative trends in the public finances of the subject of the Russian Federation under study have been established, expressed mainly in a gradual increase in the regional budget deficit, public debt and the costs of servicing it, as well as positive ones, consisting in the effective use of the budget lending mechanism provided for by Russian legislation, allowing subjects of the Russian Federation to minimize costs related to servicing public debt

The results of the study can be used by government bodies of the constituent entities of the Russian Federation and bodies in developing the main directions of financial policy at the regional level.

Keywords: *economy, budget, state, Republic of Dagestan, finances, indicators, taxes, trends.*

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WORLD ECONOMY

Current challenges of digital transformation in the industrial sector of the Chinese economy

© 2024 **Fu Bingjie**

Postgraduate student. Saint-Petersburg State University of Economics.

E-mail: fbj8799@gmail.com

This article examines the current status and challenges of the digital transformation of the industrial sector of China's economy. Based on the analysis of the positions of leading Chinese economists and experts in the field of state planning, the essence of the policy of digital transformation of industry is revealed, which is expressed in a deep and large-scale renovation and affects the roles, processes, services, products, organisation and business processes of the entire industrial system.

The study also shows that the existing technological gap with some Western countries is perceived by Chinese experts as an opportunity for advanced development. The experts associate the achievement of this goal with overcoming a number of challenges and difficulties, including the lack of access to a number of cutting-edge technologies, limited use of the available technologies, lack of motivation of local authorities to implement long-term projects, as well as imperfect quantitative methodologies in assessing the degree of digital transformation of industry.

Keywords: *digital transformation, digitalisation, digitalisation of industry, digital economy, Chinese industry, Chinese economy, economy of China.*

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State and prospects for development of the energy industry in Latin America countries

© 2024 **Nefedjev Sergey Sergeevich**

4th year student, Faculty of International Economic Relations. Financial University under the Government of the Russian Federation, Moscow.

E-mail: 207822@edu.fa.ru

© 2024 **Amurskaya Marina Alexandrovna**

Head of the International Business Department, Candidate of Economic Sciences. Financial University under the Government of the Russian Federation, Moscow.

E-mail: amurskaiam@mail.ru

The article examines the features and prospects of Russia's cooperation in the energy sector with Latin American countries, presents ongoing projects and developing areas of interaction. A conclusion is drawn about the importance of developing the energy sector in the countries of the region under consideration in order to maintain national economic security and successes in the development of certain types of energy are noted.

Keywords: *international cooperation, energy sector, resources, economy, Latin America.*

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General Analysis of the XXI century Maritime Silk Road: Opportunities and Prospects

© 2024 **Wang Xinyu**

PhD student, Peter the Great St. Petersburg Polytechnic University.

E-mail: xinyu.van@yandex.ru

This article points out that the 21st Century Maritime Silk Road is an important part of the new model of China's comprehensive opening-up strategy, which meets the common needs of China and other countries in Southeast Asia, South Asia and Africa. This article makes an in-depth study of the development of the participating countries of the 21st Century Maritime Silk Road, areas of cooperation and existing problems. The study shows that these countries have more opportunities for cooperation in five areas: industrial investment, infrastructure investment, resource development and cooperation, extraterritorial economic and trade zones and maritime economy, but there are also three notable problems such as uncoordinated implementation of major directions, insufficient financial support and imperfect talent team. In conclusion, based on the existing problems, the author proposes some recommendations.

Keywords: *Maritime Silk Road of the 21st century, the One Belt, One Road initiative, globalization, cooperation, integration.*

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Research Status and Future Prospects of the China-Mongolia-Russia Economic Corridor

© 2024 **Hao Xiaoyun**

PhD student. Peter the Great St. Petersburg Polytechnic University.

E-mail: xiaoyun.hao@yandex.ru

The article analyzes the prospects of building the China-Mongolia-Russia economic corridor, which will contribute to the unification of the transport infrastructures of China, Mongolia and Russia, and strengthen comprehensive economic and trade cooperation between the countries. This article collects and analyzes 142 Chinese literature articles on China-Mongolia-Russia economic corridor published from 2015 to 2023 in major domestic literature repositories, and analyzes them using the systematic literature review method. The results show that the research topics covered in these sources mainly include the background and significance of China-Mongolia-Russia economic corridor construction, implementation ways, trade potential analysis, development impact factors and countermeasure suggestions. The main research method used for each research topic is qualitative analysis, and there are relatively few quantitative analysis methods.

Keywords: *China-Mongolia-Russia economic corridor, Research status, Regional economic cooperation, Regional development.*

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Modern engineering technologies in the development of the financial and credit sector

© 2024 **Sokolov Alexey Pavlovich**

Doctor of Economics, Professor, Professor of the Department of Innovation Management, Professor of the Department of Legal Regulation of Economic Activity. MIREA – Russian University of Technology; Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: sap9556565@gmail.com

Significant changes in the financial and economic sphere that have occurred in recent years in Russia have created a number of opportunities aimed at introducing market-based management methods, one of which is financial engineering. Financial engineering has proven itself effectively in countries with developed market economies in a dynamic competitive environment.

Banking institutions, non-bank financial and credit institutions, large corporate structures and stock markets are interested in fundamentally new financial instruments that provide profitability, liquidity, risk management and structuring of cash flows. An important role in solving these tasks belongs to financial engineering, which consists in modernizing the financial markets and the economic system of the country.

In the context of the formation and development of the domestic economy, it is extremely important to build an effective system for providing financial services, since financial institutions are the driving force of development and market transformations. With the creation and development of financial relations, the financial services market is also being formed. Currently, the effective operation of financial and credit institutions is impossible without the use of modern Internet technologies, which make it possible to increase the effectiveness of financial institutions' relationships with customers.

The article explores the concept of financial engineering, analyzes its role as a banking innovation in the domestic financial services market. In addition, the main methods and products of financial engineering are presented, as well as the main factors that influence the development of financial engineering are investigated.

The theoretical foundations of financial engineering, acting as an innovative accounting object in the management system in a dynamic market environment, are investigated.

The author identifies the directions based on the formation of an effective financial engineering system in the bank, adapted to the transformational conditions of the development of the banking business environment, the methodology of which is based on the passage of certain stages as a process.

The tools are identified, the combination of which makes it possible to develop new financial models and, based on them, procedures for more effective management of financial and investment activities of representatives of the financial and credit system.

Keywords: *financial engineering, bank, innovation, market, financial investments.*

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The possibility of multipolarity in modern global economic and political relations

© 2024 **Tretyakov Andrey Viktorovich**

Director of the Association of Organizations in the Field of Subsoil Use, National Association of Subsoil Users. Member of the Financial Policy Committee of the Russian Union of Industrialists and Entrepreneurs, member of the Committee on Energy Strategy and Development of the Fuel and Energy Complex of the Chamber of Commerce and Industry of the Russian Federation, member of the Committee on Precious Metals and Precious Stones of the Chamber of Commerce and Industry of the Russian Federation.

E-mail: andrey.v.tretyakov@yandex.ru

In recent years, the concept of multipolarity has become an important topic for discussion among international political experts around the world. The increased attention to this theme is explained by the trend of diminishing dominance of the United States on the world stage and the aspiration of various states to take leading positions, considering the diverse goals and ambitions of the new players. Examining Russia's international initiatives in light of official directives, strategic documents, and the opinions of various researchers, it is evident that multipolarity is increasingly coming to the forefront. This idea has evolved and adapted over time, often with an emphasis on the outcomes of the diplomatic steps of the USA. The object of the study is multipolarity as an economic-political category of modernity. The purpose of the study is to explore contemporary concepts, approaches, and justifications of the modern world's multipolarity. The methodology is based on the works of Russian and foreign economists, results of scientific forums, as well as documentary method, systems analysis, synthesis. The scientific novelty of the work lies in the generalization, deep systematization, and structuration of scientific works and substantiated positions on the specificity of the modern world's multipolarity, which allows for a clearer definition of the nature of current global processes and the determination of the vector of development of world politics and economics.

Keywords: *geopolitics, transformation of the world order, multipolarity, NAEN, CRIRSCO, global economic and political relations, USA, China, Russia, India, European Union.*

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MANAGEMENT

Green technologies in tourism marketing and logistics services

© 2024 **Lyubimenko Anna Igorevna**

PhD in Economics, Associate Professor of the Department of Management. St. Petersburg State University of industrial technologies and design, Russia, Saint Petersburg.

E-mail: annalyubimenko@gmail.com

© 2024 **Fursova Elena Alekseevna**

PhD in Economics, Associate Professor of the Department of Logistics and Commercial work. Emperor Alexander I St. Petersburg State Transport University, Russia, Saint Petersburg.

E-mail: fursovaelena@rambler.ru

© 2024 **Andresian Izabella Feliksovna**

Applicant of the Department of International Tourism and Hotel Business. Belgorod State National Research University, Belgorod, Russia. E-mail: 06021997@inbox.ru

Service tourism satisfies the needs of the top of Maslow's pyramid. Satisfying the need to visit regions and countries with a different climate, culture, historical heritage, and natural diversity from the home region, as transport communications develop, becomes available to an increasing number of consumers of tourism products and services. As the boundaries of tourist areas expand, the impact of tourism on the environment, including negative ones, increases. In order to reduce the negative consequences of tourism for the human environment, interested countries are developing regulations that establish restrictions on the methods and duration of stay of tourists in special protected natural zones, nature reserves, cultural monuments and objects of historical significance. Improving approaches to managing tourism products in marketing and logistics tourist flows, taking into account environmental requirements in the context of priorities for the development of green technologies, has acquired particular relevance in the research and development of marketers, logisticians and specialists in the fields of scientific knowledge of the world economy.

Keywords: *tourism marketing, logistics service, tourism product, service, green technologies.*

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Criteria for evaluating the effectiveness of the remuneration system for employees of trading companies

© 2024 **Egorov Petr Mikhailovich**

Postgraduate student. Moscow Financial and Industrial University Synergy.

E-mail: petegorov@mail.ru

Currently, there is a shortage of labor in the labor market, and there is high competition between trading companies. In the current conditions, trading companies are forced to develop competitive measures, stimulating staff with the help of various financial incentive tools in working with consumers and customers. In this regard, trading companies are forced to develop remuneration systems that can increase the level of motivation and involvement of employees in the responsible performance of assigned tasks and responsibilities. The highlighted problems in the field of trade predetermined the topic and purpose of the study: analysis and development of criteria for evaluating an effective remuneration system for employees of trading companies. Within the framework of achieving this goal, a list of tasks is defined: to analyze the authors' approaches to defining the concept of "wage efficiency", to develop criteria for an effective wage system for employees of trading companies, to present the calculation of the methodology using a conditional example. To solve the tasks set, the article provides an overview of the wage systems used at trade enterprises and methods for evaluating their effectiveness. The analysis made it possible to conclude that not all methods proposed in the scientific literature for evaluating the effectiveness of the wage assessment system are applicable to enterprises in the field of trade, taking into account the specifics of these enterprises that do not produce a product, their activities are aimed at providing storage services, transportation, sale of goods, and creating added value. In this regard, the piecework form of remuneration is not applicable for such enterprises, and the most commonly used time-based form of remuneration is included in the basic part of the salary and an additional compensatory part paid as remuneration for the quality and quantity of work performed and services rendered. We have proposed a method for evaluating an effective remuneration system for employees of trading enterprises based on calculating the effectiveness of planned indicators, on the basis of which an additional payment is made to effective employees as a stimulating factor, which is reflected in the motivation system of employees of the enterprise. Each stage of the proposed method allows you to evaluate the effectiveness of each employee's work and, in accordance with what, make the right management decisions in setting their wages and surcharges for exceeding targets.

Keywords: *efficiency, wages, trade enterprises, staff turnover, labor productivity, conversion, average check, profit, costs.*

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Mentoring at a university as a relevant personnel technology for professional formation and development

© 2024 **Burdyugova Olga Vasilyevna**

Candidate of pedagogical sciences, associate professor of the department of personnel management, service and tourism. Orenburg State University.

E-mail: ovburdyugova@mail.ru

© 2024 **Kutsenko Ekaterina Ivanovna**

Candidate of economic sciences, associate professor of the department of personnel management, service and tourism. Orenburg State University.

E-mail: kei05@mail.ru

The article is devoted to topical issues of studying mentoring at a university as a relevant personnel technology for professional formation and development. The features of mentoring in Russian higher education are considered. An analysis of the mentoring model «mentor – young teacher» was carried out. The instrumental and technological component of mentoring at the university has been developed based on the use of modern information technologies.

Keywords: *mentoring; personnel policy; HR technology; mentor; education.*

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Complex product range management

© 2024 **Mursalov Igor Dghamalovich**

Director of the Scientific and Educational Institute of Medical Technology. S. N. Fedorov. Moscow State University of Medicine and Dentistry.

E-mail: igo2053@yandex.ru

The article explores an approach to managing product differentiation. The problems of expanding the assortment line of complex products are considered, and the factors influencing the differentiation on the profit and profitability of the enterprise are identified. The features of estimating the costs of product differentiation are determined.

Keywords: *product range, differentiation, product life cycle, product line, differentiation management.*

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The impact of knowledge management practices on the performance of consulting companies

© 2024 **Popadyuk Tatiana Gennadyevna**

Doctor of economic science Professor of the Chair Strategic and Innovative Development. Financial University under the Government of the Russian Federation Russia, Moscow.

E-mail: TPopadyuk@fa.ru

© 2024 **Molokov Yaroslav Pavlovich**

Magistrant of the Chair Strategic and Innovative Development of The facultet High School of management. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: 227508@edu.fa.ru

As a result of the dynamic transformation of the business environment in the 21st century, knowledge management is becoming the key competence of companies in various fields of activity. This indirectly confirms the significant growth of the global knowledge management market, which was worth USD 474295.5 million in 2022 and is projected to reach \$1286680.0 million by 2028. The relevance of the use of knowledge management practices in consulting companies is recognized as a priority in the modern world. This article analyzes the reasons why knowledge management is important in the context of this type of organization. The authors consider current trends and directions of research in the field of knowledge management, methodologies and approaches to knowledge management, existing knowledge management practices in individual consulting companies.

Keywords: *knowledge management process, knowledge management methodologies, knowledge management practice, effectiveness of knowledge management in the company.*

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On the issue of methods and criteria for evaluating effectiveness in the restaurant management system

© 2024 **Sitzhanova Akzhan Murzagulovna**

Candidate of Economic Sciences, Associate Professor of the Department of Personnel Management, Service and Tourism. Orenburg State University, Orenburg.

E-mail: sithanovak@bk.ru

Today the market of restaurant services is actively developing, this is facilitated by both scientific and technological progress and active demand from consumers. The modern generation not only actively visits restaurants, but also uses the services of restaurants for food delivery. As a result of the demand in the market, more and more new restaurants are appearing, ready to meet the needs of different segments of consumers. Therefore, at present, questions are increasingly being asked about the management of the restaurant business, about ways to assess its effectiveness, and about developing a strategy for its development. The article discusses a list of methods and criteria for evaluating the effectiveness of restaurant management, grouped multidimensional indicators used in evaluating the effectiveness of the restaurant.

Keywords: *restaurant, performance evaluation indicators, criteria, methods, efficiency, management.*

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Conceptual foundations of strategic enterprise personnel management in the conditions of digitization

© 2024 **Yudin Vadim Vilyevich**

Master's student in the field of study 38.04.01 Economics master's program Strategic management and planning in an enterprise.

E-mail: vadimka_rooney@mail.ru

© 2024 **Tsyganova Irina Yurjevna**

PhD in Economics, Associate Professor. Orenburg State University.

E-mail: iren23_83@mail.ru

The article presents the conceptual foundations of strategic personnel management of an industrial enterprise in the context of digitalization of the domestic economy. The content of the concept of «personnel management» of an enterprise is revealed. Discussions are being carried out regarding the content of the concept of «strategic personnel management» of an enterprise. From the point of view of a systems approach, the purpose, objectives, principles and methods of strategic personnel management are outlined. A conceptual model of strategic personnel management adapted to the conditions of the digital economy is presented. The authors come to the conclusion that successful functioning of industrial enterprises in the context of digitalization is ensured, among other things, by the implementation of a personnel management strategy that corresponds to digital transformations in the Russian economy.

Keywords: *digitalization, digital economy, industrial enterprise, enterprise personnel, strategic enterprise management, strategic personnel management, personnel management strategy, conceptual model of strategic personnel management.*

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The energy policy assessment method for improving government regulation

© 2024 **Shi Jiaxin**

Ph. D student of the Higher School of Production Management. Peter the Great St.Petersburg Polytechnic University.

E-mail: shijiaxin@mail.ru

Energy is an important economic component in every country in the world. The energy policy assessment process is strategic in nature and is an important step towards further improvement of public administration. In the article, energy policy assessment methods are considered as a structure of three-dimensional analysis.

Keywords: *energy policy, management, assessment methods, management tools, government regulation, energy legislation, energy, policy objective.*

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Digital supply manager

© 2024 Ushakov Mikhail Alekseevich

Postgraduate student Department Financial Management. Moscow State University of Technology STANKIN, Moscow, Russia.

E-mail: postgame-online@bk.ru

The article discusses the definition of the term “Digital Supply Manager” and reveals its functionality. The essence of a digital supply manager is that it provides a high level of control, efficiency and transparency in the management of the entire supply chain, which helps reduce costs, increase efficiency and improve the overall operational efficiency of the enterprise. The article discusses the features of using the “Supply Chain Control Tower” technology with blockchain technology in the supply chain.

Keywords: *Supply Chain Control Tower, control tower, Digital Supply Manager, digital technologies, logistics supply chain, global changes, competitiveness, innovative technology, blockchain technology, integration.*

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Logical-linguistic approach in strategic management

© 2024 **Volkova Elvira Sergeevna**

Candidate of Economic Sciences, Associate Professor of the Department of Management.
St. Petersburg Branch of the Financial University under the Government of the Russian Federation,
St. Petersburg.

E-mail: ESVolkova@fa.ru

The use of innovative strategic management technologies contributes to the formation of an innovative potential for the growth of consumer value, allows you to develop and implement an export-oriented development strategy, implement measures of the import substitution strategy.

The consistency of relationships and relationships determines the adaptability of the activities of individual business entities, allowing them to change the structure, work style and methods, while maintaining rationality in different situations and new conditions in accordance with the requirements imposed on the enterprise. The activity of internal processes to change the structure and directions of numerous material and information flows of the subject of market relations determines the method of adaptive management, which implements the consistency of actions in the horizontal direction and for the purpose of vertical integration. The creation of an effective management structure, the restoration of economic ties, the optimal use of resource flows, the use of digital and information channels that provide the strategic planning system with links with strategic coordination and organization contribute to the improvement of the strategic management system at the present stage in the implementation of strategic goals.

Keywords: *adaptive management, strategic management, cognitive technologies.*

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Management style and possibilities of its formation

© 2024 **Zabelin Boris Fedorovich**

PhD in Economics; Institute of Industrial Management, Economics and Trade St. Petersburg Polytechnic University of Peter the Great, St. Petersburg.

E-mail: zabelinbf@mail.ru

© 2024 **Moshnov Alexander Nikolaevich**

PhD in Economics. St. Petersburg State Electrotechnical University LETI named after V. I. Ulyanov (Lenin), St. Petersburg.

E-mail: amoshnov@mail.ru

© 2024 **Nikishin Vadim Mikhailovich**

PhD in Economics; St. Petersburg State Electrotechnical University LETI named after V. I. Ulyanov (Lenin), St. Petersburg.

E-mail: vadem1960@yandex.ru

The article discusses and defines the concepts of “style” and “leadership style”. The classification of styles and the possibility of formation are considered, the factors influencing the formation of the leadership style of a modern manager are noted.

Keywords: *style, leadership style, factors influencing leadership style, distinctive features of a modern leader, positive management style.*

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