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# **ECONOMIC SCIENCES**

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Nº11 (240)  
2024

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Founder: LLC "Economic Sciences", V. A. Meshcherov

Address: 125057, Moscow, Chapaevskii per. 3-775

E-mail: info@ecsn.ru

WWW: <http://ecsn.ru>

Tel.: +7(995)4844669

The Certificate of registration of mass media:

ПИ № ФС77-21147 from 28.06.2005

Subscription index 20387

ISSN 2072-0858

Issue date 01.11.2024

Format 60×84/8

Printed signatures 73.47

500 copies

Printed by "24 Print" Ltd

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# ECONOMIC THEORY



# Methodological approaches to studying the problems of sustainable socio-economic development of mountain areas

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The paper presents current methodological approaches to the study of sustainable development processes of territorial entities, including mountainous territories, and determines that the categories of “sustainable development” and “social and economic development of territorial entities (mountain ranges) are systemically interconnected and interdependent, as evidenced by the defining methodological approaches including an assessment of environmental, economic, sociological, ethnocultural and other factors that are most in demand in the present day under modern conditions. Accordingly, the sustainability of any territorial socio-economic system must be considered as a complex characteristic, including a set of defining parameters. A feature has been revealed according to which the qualitative characteristics of mountainous territories, possessing a rich spectrum of natural resources, are distinguished by significant biodiversity, requiring careful consideration and, accordingly, the development of a single acceptable universal definition for all mountainous territories is a rather complex process. According to the authors, sustainable development of the territory should include two key interrelated concepts: the first is the needs necessary for the existence of all segments of the population, including priority ones; and the second is the appropriate constants of limitations (caused by the development of technology and the organizational structure of society), imposed on the ability of the environment to meet the needs of current and future generations.

**Keywords:** *sustainable development, mountain territories, socio-economic system, principles of sustainable development, concept of sustainable development, mountain ecosystems, human habitat.*

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# Model for diagnostics of enterprise competitiveness management

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The article considers a model for diagnosing the management of enterprise competitiveness.

The purpose of the article is to develop a model for diagnosing the management of enterprise competitiveness based on marketing, to develop a system of indicators and criteria for assessing the strategic potential of competing enterprises.

The article proposes a model for diagnosing the management of enterprise competitiveness, which includes the following stages: defining the objectives of competing enterprises; determining the competitiveness of the strategic potential of competing enterprises; studying the strengths and weaknesses of competitors; identifying the competitive advantages of competing enterprises.

The author proposes an algorithm for determining the competitiveness of the strategic potential of competing enterprises, which consists of assessing the internal potential of competing enterprises, analyzing competitive risk, and determining the competitive position of competing enterprises.

The author proposes a methodology for studying the internal potential, which involves studying the following aspects of competitors' activities: information, marketing, management, financial, economic and technological aspects of enterprises.

The article considers the management aspect of the competitiveness of the internal potential of competing enterprises from the point of view of identifying the main management functions: planning, organization, control and motivation. The author has developed an algorithm for competitive risk management, which includes the following stages: assessment of risk sources, factor analysis of the risk level, development of a response program, monitoring and adjustment of results.

As a methodological basis for assessing strengths and weaknesses, the author recommends using SNW analysis, which is the basis for determining the competitive advantages of competing enterprises. At the same time, the author suggests distinguishing two types of competitive advantages – sustainable competitive advantages and potential competitive advantages.

The proposed model for diagnosing enterprise competitiveness management will allow determining the competitiveness of the strategic potential, identifying the strengths and weaknesses of competing enterprises, and determining the sustainable and potential competitive advantages of the enterprises under study.

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**Keywords:** *enterprise competitiveness, enterprise competitiveness management, competitiveness management diagnostics, competitive risk, strategic potential, sustainable competitive advantages, potential competitive advantages, key success factors.*

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# Advertising as a tool for international integration of Russian Arctic tourism

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The article examines the role of advertising as a tool for international integration of Russian Arctic tourism. The Russian Arctic, with its unique natural resources and cultural traditions of indigenous peoples, has significant potential to attract foreign tourists, but requires an integrated approach to promotion. The author analyzes modern advertising technologies, including digital channels and SMM tools that contribute to the formation of a positive image of the Arctic regions of Russia in the international arena. The main areas are covered, such as ecotourism, ethnographic and cruise tourism, as well as seasonal aspects that allow for more effective promotion of the Arctic territories. The article also offers recommendations for the use of innovative technologies, such as virtual tours and augmented reality, to overcome barriers associated with the remoteness of the region. Based on the analysis of scientific literature and current statistics, the author substantiates the importance of advertising in international integration and sustainable development of Russian Arctic tourism.

**Keywords:** *advertising, international integration, Arctic tourism, ecotourism, ethnographic tourism, cruise tourism, SMM technologies, digital channels, regional image, virtual tours, augmented reality, sustainable development, Russian Arctic.*

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# The development of Islamic banking in Russia: factors influencing citizens' preferences

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The purpose of this study is to analyze the factors influencing the preference of Russian citizens for partner financing (Islamic banking). This is important because Russia has recently introduced Islamic banking into its national banking system. In September 2023, a two-year pilot project on partner financing was launched on the territory of Dagestan, the Chechen Republic, Bashkortostan and Tatarstan, which is normatively fixed by the Law on Special Regulation of Partner Financing in individual subjects. Due to the sanctions imposed against Russia in recent years and the change in economic direction to the East, the topic of Islamic banking is becoming the most relevant. It is assumed that the introduction of partner financing into the country's banking system will attract multibillion-dollar investments from Islamic countries. A register of participants in the pilot project has been created in Russia, who have the right to participate in its implementation of the principles of Islamic banking in the country on a voluntary basis.

One of the reasons preventing the spread of Islamic banking in the Russian market is the low level of awareness of both citizens and organizations. All Russian citizens, regardless of religion, can use the services under this project. But low awareness and lack of understanding of the principles of implementing partner financing do not attract consumers. The authors of the article came to this conclusion after conducting a sociological survey of about 500 Russian citizens of various social groups and ages from various regions (including the regions participating in the project). The modified theory of planned behavior is used to structure an empirical model, which is analyzed using SMART PLS4. The result shows that attitude, perceived behavioral control and religiosity have a significant impact on intention, and intention has a significant impact on people choosing Islamic banking in Russia.



To increase the interest of potential customers in the future, it is recommended to conduct educational campaigns that take into account changes in the field under consideration. Future studies may consider the use of other variables and respondents who talk about the practice of Islamic banking in Russia.

**Keywords:** *Islamic banking, partner financing, banking system.*

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# REGIONAL AND SECTORAL ECONOMY

## Theoretical and methodological justification for forecasting of sustainable development of production potential of Russian agro-food complex

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The specific features of the agro-food complex of Russia as an object of forecasting are described. Brief characteristics of the theoretical provisions are given, which are proposed to be considered as the basis of the methodology for the study of the sustainable development of the production potential of the agro-food complex. The principles of forecasting are formulated and the structure of a comprehensive forecast is defined, which should contain answers to the main questions of medium- and long-term development of the industrial potential of the agro-industrial complex, taking into account the differentiation of long-term trends in the growth of agricultural production in the regions of the country. The examples of regions for which the main task for the next 5-10 years is to develop production potential and increase the contribution to the growth of food production in the whole country are highlighted.

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**Keywords:** *agro-food complex, production potential, forecasting, principles, regions.*

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# Forecasting and assessing labor costs after digitalization of business processes in the medium-sized business segment

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**Importance.** The **subject** of research in this article is a functional model that provides a solution to the problem of planning labor costs in the context of digitalization of business processes. The **object** of the study is the task of planning labor costs for an enterprise in the medium-sized business segment in the context of digitalization of business processes.

The **purpose** of the study is to develop a model for digitalization of enterprise business processes that provides a solution to the problem of labor cost planning.

**Methods:** analysis, synthesis, structural functional modeling. Synthesis and modeling were carried out based on an analysis of sources of periodical scientific literature over the past 5 years.

**Relevance.** A modern enterprise is impossible without the use of labor resources. Labor resources perform the main production role, and proper planning of their use directly affects the efficiency of a given enterprise. Planning the use of labor resources, monitoring task assessments and forecasting labor costs of production programs. In the modern digital economy, enterprises are forced to carry out digital transformations for various aspects of the operation of the enterprise in order to remain competitive in the market for products and services. Thus, business digitalization processes are the primary task of development departments of modern enterprises. In particular, the task of building a digital enterprise architecture that supports planning and labor assessment processes is relevant for any modern enterprise. A common way to model enterprise architecture is to systematically analyze business processes and develop corresponding diagrams in the selected notation (IDEFO, BPMN, EPC, etc.). Business process diagrams allow you to isolate and systematize the functions of an enterprise, delineate responsible mechanisms and regulations, and establish appropriate connections and information flows.

**Results.** As part of the study, a diagram of a digital model of information and software support for enterprise activities was developed, which facilitates the effective process of planning labor costs. The process diagram was developed in the IDEFO functional modeling notation using the tools of the CASE system AllFusion Process Modeler version 7.3.

**Discussion** of results. The developed business process diagram for assessing labor costs at an enterprise in the context of comprehensive digitalization of business processes demonstrated the company's main processes and showed the contribution and importance of using digital solutions in each of them:

process of project management and project implementation planning (digital solution: ASPP);

customer relationship management process (digital solution: CRM system);

the process of maintaining the enterprise's IT infrastructure (digital solution: ITSM system;

main production process (digital solution: ERP / MES system);

process of personnel management and development (digital solution: HRMS);

analytical processes (digital solution: Analytics System subsystem).

Thus, the resulting model demonstrates the comprehensive digitalization of enterprise processes.

**Conclusion.** The necessity of introducing digitalization software and information tools was shown to ensure an effective production process with the necessary and sufficient amount of labor resources at each moment in time of the enterprise's operation. The main practical result of this study is the developed scheme of a digital model of information and software support for enterprise activities, which contributes to the effective process of planning labor costs.

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**Keywords:** *labor forecasting, enterprise digital architecture, functional model, structural analysis.*

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# Features of the emergence of new trade formats

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In recent decades, global trade has undergone significant changes caused by the rapid development of technologies. A large number of new trade formats have emerged, which have become an important part of the global economy, have formed special ways of interaction between sellers and buyers. There is a transformation of traditional distribution channels, a change in consumer preferences and the introduction of new business models. Internet trade continues to develop at a particularly rapid pace. The relevance of the study of the features of the emergence of new trade formats and, in particular, Internet trade, is due to the need to analyze and forecast trends in the development of this area of activity as an important socio-economic phenomenon that has a significant impact on the future of the global economy. The object of the study is trade as a type of economic activity. The purpose of the study is to analyze the features of the formation of new trade formats, in particular, Internet trade, as well as to identify the factors contributing to their further spread. Research methods: analysis, synthesis, historical method, abstraction, induction, deduction. The scientific novelty of the study lies in the systematization of new trade formats, information about the stages of their emergence and the factors that influenced their further formation and development. Particular attention is paid to Internet trade as the most dynamically developing and popular format of modern trade.

**Keywords:** *economic development, trade development, new trade formats, consumer preferences, Internet trade, modern trade, global trade.*

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# The labor potential of the fishing industry of the Sakhalin region: an interim final assessment of the competitiveness of fishing industry enterprises in the labor market using the coefficient of advance in the size of the industry over regional wages (2017–2023)

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The article presents the results of the analysis of intermediate final estimates of the competitiveness of wages of enterprises of the fishing industry of the Sakhalin region for the period 2017-2023. This study was carried out on the basis of the coefficient analysis method, which was used to calculate the intermediate final assessment ("Assessment(K1)"), which consists in comparing such indicators as the size and growth rates of the average monthly industry salary and the size of the average monthly salary in the region.

**Keywords:** *the fishing industry of the Sakhalin region; industry wages; average wages in the region; wage competitiveness; competitiveness of enterprises in the labor market; assessment of the competitiveness of enterprises in the labor market.*

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# On evaluating the effectiveness of enterprises: genesis and modern view

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This article discusses the problems of evaluating the effectiveness of an organization in the context of improving the quality and reliability of the assessment. Based on a retrospective analysis of the economic literature, the genesis of the theory of economic efficiency and changes in the criteria for the effectiveness of the enterprise is shown. The advantages and disadvantages of subjective and objective weighing methods in building a model for evaluating the effectiveness of enterprises are shown.

**Keywords:** *efficiency, investments, integrated model for evaluating the effectiveness of enterprises, assignment of weights.*

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# The relevance of the development and implementation of an adaptive management mechanism for Russian industrial enterprises in modern conditions

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The article considers the problems of industrial development in Russia in the context of geopolitical and economic challenges. The dynamics of industrial production indicators is studied, the factors constraining the sustainable growth of the industry are identified. Particular attention is paid to the decrease in the utilization of production capacities, high degree of wear and tear of fixed assets, shortage of qualified personnel and high cost of bank financing. The article substantiates the necessity of developing an adaptive mechanism of management of industrial enterprises for prompt response to unforeseen external influences and changes in the conditions of functioning.

**Keywords:** *Russian industry, adaptive management mechanism, production capacity, depreciation of fixed assets, personnel deficit, cost of financing, sustainable development, technological sovereignty.*

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# Analysis of the implementation of the circular economy model in the industrial waste management system

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The article examines the issue of transition of the Russian economic model from the existing one to a circular one. It provides statistics on the implementation of the National Project "Ecology" and the Strategy for the Development of Industry for the Processing, Utilization and Neutralization of Production and Consumption Waste for the Period up to 2030. Based on the analysis of available data, the causes of problems in achieving planned indicators are determined, and positive and negative trends are explained. Key points are identified, the successful implementation of which will allow a workable and effective waste management system to more quickly and painlessly transition the Russian Federation to a circular economy.

**Keywords:** *Circular economy, sustainable development, ESG effect, waste management system, industrial waste, municipal solid waste.*

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# Digitalization and business process modeling: modern approaches and tools to improve efficiency

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This article analyzes the impact of digitalization and business process modeling on the efficiency and competitiveness of companies. It considers how the introduction of modern business process modeling, artificial intelligence, machine learning and big data analytics technologies contributes to a faster and more accurate response to market changes. The use of automation to reduce operating costs and increase operational transparency is highlighted. Attention is given to business process modeling methodologies, including BPMN and IDEF, that provide operational detail and optimization. The article emphasizes the need for an integrated approach to digital transformation to achieve sustainable development and adapt to new market conditions.

**Keywords:** *digitalization, business process modeling, process optimization, competitiveness, technological innovation, change management.*

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# Special investment contract in modern conditions

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In this article features of the development of the SPIC mechanism in the Russian Federation are considered. The author analyzes features of the application of special investment contracts in modern socio-economic conditions.

**Keywords:** *special investment contracts, tools of public administration, public-private partnership.*

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## Activities quality analysis of bank's client's

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Traditional approaches to analyzing the creditworthiness of an economic entity – a bank client are based on quantitative assessments of accounting (financial) reporting information. For a complete comprehensive assessment of creditworthiness, a quantitative assessment must be supplemented by an analysis of the qualitative performance indicators of an economic entity.

The purpose of the article is to identify areas of analysis of the qualitative characteristics of the activity of an economic entity and related problems.

The article offers directions for analyzing the quality of the activity of an economic entity – a bank client, arranged in a logical sequence to obtain relevant information about financial and economic activities. The ways of solving problems related to the analysis and assessment of the qualitative characteristics of the activity of an economic entity are outlined. It is proposed to use a standardization tool to ensure the necessary quality of the analysis of the creditworthiness of the economic entity – the bank's client.

**Keywords:** *economic analysis, credit analysis, credit analysis, bank, quality, quality of activity, standard, standardization.*

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# Application of algorithms for processing and analyzing big data in the process of implementing the Digital Passenger Footprint project

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This article was published (executed) with the support of the Federal State Budgetary Educational Institution of Higher Education “St. Petersburg State University of Railways of Emperor Alexander I” of initiative scientific works carried out by student research teams on a competitive basis. Purpose: to substantiate the application of cluster analysis methods and the construction of neural networks for the implementation of big data analysis technologies in the implementation of the Digital Passenger Footprint project. Methods: systematization of statistical data sets, neural network analysis, cluster analysis. Results: using the example of passengers traveling in a compartment car of an evening train on the St. Petersburg - Moscow route, passengers were grouped according to homogeneous parameters and a predictive function was obtained based on the results of training a neural network with the subsequent achievement of the greatest efficiency of addressing additional services. The effects of big data technologies implemented using the Digital Passenger Footprint service are formulated.

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**Keywords:** *passenger's digital footprint, cluster analysis, neural network analysis.*

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# Structural shifts in cargo shipments through the ports of the Baltic Basin and the long-term forecast of cargo turnover at seaports in the Northwest until 2040

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Objective: to identify and characterize structural shifts in cargo turnover through the seaports of the Northwest, to assess the forecast of cargo transportation through the Baltic seaports until 2040. Methods: technical and economic assessment of investment projects, scenario modeling and forecasting, trend statistical analysis, tabular method of data systematization. Results: an assessment of the structural shifts in the contribution of the main types of cargo to the total cargo turnover of the seaports of the Baltic basin is given: the Large Port of St. Petersburg, Vysotsk, Vyborg, Ust-Luga, Bronka. It is shown that the projected increase in cargo turnover of Baltic seaports by 2040, estimated at 60%, will be achieved mainly due to increased transshipment of mineral fertilizers, coal, containerized cargo, ore, grain. The assessment of measures to increase the capacity of sea terminals implemented by the largest operator companies is given.: Novotrans, Ultramar, Ust-Luga Container Terminal, as well as shippers: Rusal and EuroChem.

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**Keywords:** *Baltic basin, port infrastructure, seaports, Bronka, Ultramar, Ust-Luga.*

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# Construction services in the system of strategic urban development planning

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The relevance of the study is due to the need to study the market of construction and architectural services, the state of which affects the efficiency of construction projects in modern cities. The object of the study is the market of construction and architectural services. The subject of the study are the factors that determine the active development of the market of construction and architectural services in the modern economy. The main provisions are of practical importance in the development of tools for strategic planning of urban development. In the course of the study, general scientific research methods were used: content analysis, systematization, etc.

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**Keywords:** *construction services; construction complex; urban development; strategic planning; urbanization; historical city.*

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# Using Content-Based Filtering and Large Language Models to Improve Resume and Job Matching

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In today's world, technology is rapidly developing and the labor market is becoming increasingly dynamic. The efficiency of recruitment and selection processes has become a critical element of the success of companies. Organizations strive to improve their HR processes in order to quickly and accurately find suitable candidates. In this situation, automated systems play a significant role in matching resumes with vacancies, which allows organizations to significantly speed up the process of finding suitable candidates. Traditional methods of candidate selection based on manual analysis of resumes are ineffective, as they are limited in scalability and require high labor intensity. The inefficiency of traditional methods of candidate selection has become especially noticeable in recent years. This is due to the fact that more and more companies are switching to a remote work format, due to which the list of potential candidates for a vacancy is expanding several times. Recommended filtering and matching systems, which have been used for many years in various fields, such as video hosting, audio streaming services, marketplaces, are difficult to implement within the recruiting industry, which is why most Russian job aggregators use a regular search by matching words. This feature is due to the high degree of heterogeneity of information representations in the recruiting industry. It is almost impossible to effectively extract key characteristics from a resume or vacancy entry using only traditional methods. A particularly promising direction is the use of large language models. Such models are capable of analyzing contextual and semantic relationships even in unstructured text information, which can potentially allow you to bring resume or vacancy entries to a common form suitable for automatic analysis. The purpose of this work is to study the applicability of the combined use of large language models and content-oriented filtering techniques to create a resume and vacancy matching system in the recruiting industry. The subject of the study is filtering models in recommender systems and large language models. The object of the study is textual representations of resume records and vacancies in the recruiting industry.

**Keywords:** *recommender systems, language models, resume analysis, recruiting, HR processes, resume matching, text information, big data.*

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# Hotel Occupancy Forecasting Using Machine Learning Methods

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The modern hotel business faces many challenges, the most important of which is the effective management of the occupancy rate of the hotel. Optimal forecasting of the hotel occupancy rate allows not only to increase profitability, but also to improve the quality of guest service, which in turn contributes to the growth of customer loyalty and positive reviews. Also, managing the occupancy rate of the hotel allows to avoid cash gaps when planning the financial load. The specifics of the hotel business are such that the main financial flow from the activity is advances that the hotel uses at the moment, while the direct recognition of revenue occurs at the time of check-in of the guest. Thus, the hotel provides financing of operating activities at the expense of future income, which is directly related to future occupancy. With the development of information technology and the increase in the volume of available data, new opportunities for analysis and forecasting appear. One of the most promising approaches in this area is the use of machine learning (ML) methods. These methods allow you to identify hidden patterns in large volumes of data and form accurate forecasts based on many factors, including seasonality, demand trends, events in the region and other variables. The purpose of this work is to study machine learning models for hotel occupancy forecasting. To achieve this goal, it is planned to analyze existing forecasting methods, as well as study how data is collected and prepared, machine learning models are built and tested. Based on the results obtained, an assessment of the accuracy and efficiency of the model can be built, and recommendations for its application in real conditions can be developed. The subject of this work is machine learning methods used to forecast hotel occupancy. In particular, algorithms and models that allow you to analyze historical booking data, take into account various factors affecting demand, and predict future occupancy are considered. The object of the study is hotels and their booking management systems. As part of the work, real data on the operation of the hotel will be studied, including information on bookings, pricing policies, seasonal fluctuations, marketing promotions and other aspects affecting the occupancy level.

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**Keywords:** *hotel business, machine learning models, forecasting, descriptive analysis, autoregressive models, neural networks, management decisions.*

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# Analysis of the current state and development trends of the oil and gas complex of the Orenburg region

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The article analyzes the current state and development of the oil and gas complex of the Orenburg region in modern conditions and reveals that this sector of the Orenburg region's economy is developing dynamically and plays an important role in the development of the region's economy. The study showed that the Orenburg region is among the top ten leading companies in Russia in oil and gas production. But at the same time, the problems of the current state of the oil and gas complex were also identified, one of the directions of solution of which is the digitalization of production processes of oil and gas industry enterprises. Digitalization of oil and gas complex and active state support characterize both its current stage and determine the prospects and set the directions of development.

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**Keywords:** *hydrocarbon raw materials, production, state of oil and gas complex, Orenburg region, trends in the development of oil and gas complex of the region, production volumes, digital.*

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# Statistical analysis of the Russian aquaculture industry

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The article presents a brief statistical analysis of the aquaculture industry in Russia. The paper analyzes the dynamics of aquaculture production and regional specialization, and provides quantitative indicators of the dynamics of existing enterprises in the industry. The initial data are the data of official statistics and open tax reporting.

**Keywords:** *aquaculture, fish farming, volume of cultivation, salmon, cyprinids, herbivores, sturgeons.*

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# Dynamics of structural transformations of the Russian economy according to the three-sector model

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The article examines structural transformations for 1994–2022 based on a three-sector model of the economy. Cyclical fluctuations associated with crises are identified, indicating the need to increase production flexibility. Trends are determined based on trend models by economic sectors, necessary for strategic planning of human resource development and investment processes.

**Keywords:** *structural transformation, three-sector model, cyclical fluctuations, crises, linear trend.*

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# Insurance of bank guarantees, transfers and payments in the banking system of Russia: statistical aspect

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The relevance of the analysis of insurance of bank guarantees and transfers is associated with the growing popularity of this instrument of financial support and the need to protect the interests of VAT and excise tax declarants. Insurance guarantees allow to cover the customer's claims in case of default, reducing the risks for both parties to the transaction. The purpose of the article is to conduct a comprehensive analysis of insurance of bank guarantees, transfers and payments, to identify the main problems and prospects for the development of this type of insurance in Russia. In the course of the work, the practice of applying this type of insurance in Russian banks will be analyzed, the main problems will be identified and ways to solve them will be proposed. The object of the study is insurance of bank guarantees, transfers and payments in Russia. The subject of the study are the processes and mechanisms that ensure the insurance of these types of activities. The time period from 2010 to 2023 was chosen for the study. This period is the most suitable because its length meets the requirements of the main analytical activities, and also includes such important economic processes as the exit from the crisis and the impact of the crisis. All this allows us to qualitatively and from different sides evaluate the insurance of bank guarantees, transfers and payments, to identify weaknesses and strengths during various economic conditions.

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**Keywords:** *Bank guarantees, transfers and payments, insurance, dynamics, structure, payments, contracts, banks, banking sector.*

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# Economic assessment of forest resources in forest management

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The article highlights the features of the economic assessment of forest resources in the forest management system. The opportunities provided by forests contribute to a variety of approaches to assessing their value in an economic context, depending on the methods of use. The introduction of payments for the use of forest resources, based on an assessment of their profitability, assumes full accounting of income and expenses related to their operation. This approach will not only improve financial results for participants in forest relations, but also provide a financial basis for maintaining sustainable development in the forest industry.

**Keywords:** *economics, assessment, resource, forestry, agriculture.*

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# The concept of materiality in accounting and reporting

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This article focuses on the concept of materiality, its history and proposed solutions to this issue at present, taking into account a number of changes in regulatory frameworks over the past 30 years. In this article, we will consider how the concept of materiality is applied to various aspects of accounting and reporting.

**Keywords:** *concept of materiality, criteria for assessing materiality, concept of materiality, quality and uncertainty of information, documentation and justification of the level of materiality, practical application of the concept of materiality.*

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## Social Significance of Education in modern Russia (on the example of the Irkutsk region): building a probit model

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In this paper it was to build a probit modeling of the social significance of education on the example of the Irkutsk region in order to make preliminary assumptions on the structural objects that determine this significance. Certain social structures that were considered to be the most significant and informative were identified as studies. The application of probit model and maximum likelihood method allowed us to obtain the necessary estimates for the final conclusions. The empirical results confirm the logical trends that determine the structures of social significance and behavior of young people in modern Russia on the example of a particular area. The variables that determine the social importance of young people's education in Irkutsk Oblast, and in particular, in Baikal State University, have robust estimates, which has a positive effect on the whole study. These estimates showed the direction in which we need to work in order to determine more effective structures of young people's education.

**Keywords:** *regional development, factors of social importance of education, probit modeling, econometrics.*

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# The main aspects of the development of forestry and forest management in the Russian Federation

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The article highlights the main aspects of the development of forestry and forest management in Russia. The importance of forest management and forestry issues for the ecological and economic well-being of our country cannot be underestimated. The article is based on an analysis performed using data from the Accounting Chamber of the Russian Federation, which revealed inefficiency in the work of responsible authorities in relation to forestry. At the same time, special attention is paid to problems in the areas of forest protection and restoration in the future.

**Keywords:** *forest, restoration, management, state, Accounting Chamber, ecosystem.*

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# Digitalization of forestry and forest management in Russia

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The article highlights the features of the introduction of digital solutions in the field of forestry and forest management. Recently, the adoption of digital technologies in the management of the country's economy and its individual sectors, for example, the forestry industry, has been brought to the fore as a major element of development. This applies not only to the economic sphere, but also to public life in a broader sense. Forest management, which has traditionally been associated with the timber industry, is now also being influenced by digitalization. This includes resource management, monitoring and forecasting, which becomes the basis for its stable development. Although forestry has long been considered a field that is slowly adapting to new digital realities, today's digital transformation trends cover it completely, offering new approaches and solutions to improve managerial efficiency.

**Keywords:** *digitalization, forest resources, agriculture, innovation, platform.*

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## Digital transformation and its impact on the analysis of business processes in the context of external sanctions

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The article examines the impact of digital transformation on the analysis of business processes under the pressure of external sanctions. The article describes the role of modern digital solutions, such as artificial intelligence, machine learning and big data technologies, in optimizing and improving workflows. With limited access to international technologies and a shortage of qualified personnel, Russian companies face serious problems. In response, they seek to develop their own technological solutions to reduce dependence on foreign suppliers. The article examines in detail the key aspects of digital transformation with an emphasis on the analysis of internal business processes that help identify weaknesses and lay the foundation for the implementation of optimal solutions.

**Keywords:** *digital transformation, business processes, data analysis, sanctions, import substitution, artificial intelligence, machine learning, business process optimization.*

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# Special economic zones of the Russian Federation and their contribution to the development of the regional economy

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The processes of globalization and liberalization of foreign economic relations require the use of various methods for including national economies in the world economy. The article considers the issues of creation and functioning of territories of free economic status - special economic zones (SEZ), which have appeared in international practice since 1973, in our country since 2005. The article analyzes the main indicators of SEZ development based on data from the Ministry of Economic Development of the Russian Federation, identifies the results achieved for 2023 and since the beginning of the SEZ activity. It was found that despite tax incentives, the amount of taxes paid and contributions to budgets of various levels exceeded the amounts invested in the development of the SEZ infrastructure. The article identifies the regions in which SEZs are developing most successfully: Moscow and the Moscow region, the Republic of Tatarstan, Lipetsk, Sverdlovsk, Ulyanovsk regions.

**Keywords:** *special economic zones, investment attractiveness, performance indicators of SEZs.*

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# Economic aspects of forest management and their analytical justification

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The article highlights the economic aspects and purpose of forest management, focusing on its role in the development of strategies for sustainable development of the forest sector. This goal is to implement forest management methods in such a way as to simultaneously meet the needs of society for forest products and services, ensure an increase in income from the forest and contribute to its long-term viability. Forest management thus becomes a critical element for ensuring a balance between forest protection and exploitation, contributing to the intensification of forestry and supporting its financial sustainability. The analysis of scientific and practical provisions is made, the author's conclusions are given.

**Keywords:** *forest resource, system, forest management, economy.*

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# Strategic Potential and Sustainable Development: An Analysis of EVRAZ's Practices

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The article examines the dynamics of strategic sustainable development of EVRAZ Steel Company for the period from 2020 to 2023. The analysis covers key indicators of pollutant emission reduction, waste management and occupational health and safety. Successful measures to reduce NO<sub>x</sub>, SO<sub>x</sub> and VOC emissions confirm the effectiveness of the technologies used, but overall emissions and dust particles require further attention. In the area of waste management, there has been both an increase in waste generation and the successful implementation of circular economy principles, which is reflected in an increase in by-products. However, recycling and reuse rates require improvement. Analysis of labor protection shows mixed results: despite increased investment activity in this area, the number of accidents and occupational diseases continues to grow. The identified problems point to the need for a comprehensive audit of the occupational health and safety management system, strengthening preventive measures and developing a safety culture among personnel. Overall, the article emphasizes the importance of a comprehensive and strategic approach to the company's sustainable development, including the introduction of modern technologies and systems aimed at reducing environmental impact and improving occupational safety. Achieving the set strategic goals requires active modernization of production processes and involvement of employees in environmental and safety issues.

**Keywords:** *strategic development, sustainable development, metallurgical industry, iron and steel industry, ESG.*

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# State support for renewable energy development: essence and main instruments

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The article examines the essence and main instruments of state support for the development of renewable energy. It has been proven that energy is the basis for the development of human society, determines the directions and pace of socio-economic development of countries and regions, ensures national security and shapes international relations. Renewable energy is a driver of growth for many regions and countries of the world. For developed countries, renewable energy is an important factor in the development of the national economy, new technologies, creation of additional jobs, solving environmental problems, etc. For developing countries, renewable energy is a way to ensure energy security, opens up opportunities for investment and development of the national energy sector, adaptation to global climate change, etc. For both countries, renewable energy sources help reduce CO<sub>2</sub> emissions, which is what modern society strives for. State support in all countries is an important, and sometimes the main, condition for the development of alternative (renewable) energy. The essence of state support for the development of renewable energy is to create the necessary conditions for the development of renewable energy in the country in order to solve economic, environmental and social problems. Today, various methods and directions for creating such conditions are used, but each country, based on its national goals, economic capabilities, geographic and resource potential, technological capacity, as well as the level of development of renewable energy sources, independently determines the tools to support the development of renewable energy.

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**Keywords:** *energy, power engineering, human society, economy, resources, renewable energy sources, alternative (renewable) energy, potential, conditions, development, government support, tools.*

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# Theoretical basis of sustainable development of regions and states

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Since the second half of the twentieth century, the environmental problem began to grow rapidly as industrialization developed. Since the 1950s, this problem has assumed a crisis nature, in connection with which an active discussion of its solution began in scientific and public circles. For the first time, this issue was raised at the international level in 1972 at the United Nations Conference on the Human Environment, where the UN Environment Program was created, the purpose of which was to study environmental issues. And this process continues to this day. Scientific and technological progress pushes humanity to exploit natural resources more strongly, which is why serious environmental problems have existed since the second half of the last century, especially in Russia, which is located on a territory rich in natural resources and, as a result, is actively developing the industrial sector of the economy, which exerts the main pressure on the environment. This paper proposes to use the classification developed by the UN, where sustainable development involves finding a balance between environmental sustainability, economic activity and social goals of the state. The main problem is that Russia still does not have a specific methodology that would allow for the most accurate assessments of environmental sustainability and, as a consequence, sustainable development, which makes it difficult to track the country's progress in moving towards sustainable development, so the purpose of this work is to find assessments of environmental sustainability and sustainable development of industrial regions of Russia using a methodology not previously used in this area. This work provides a detailed analysis of the literature in this area of research: the history of the development of the area, the concepts that exist at the moment, the activities of international organizations on issues that exist here. Much attention is also paid to modern environmental problems both in Russia and in the world, and their consequences.

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**Keywords:** *sustainable development, natural resources, ecological development, ecology, ecological sustainability, environment, ecological situation, ecological pressure.*

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# Basic provisions of the economic theory of transport service quality and promising directions for its development

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The article examines the evolution of the development of scientific approaches of Russian researchers in the field of economic theory of management and assessment of the transport service quality. The main scientific principles on the basis of which the processes of accounting, analysis and quality assessment in transport are implemented in modern theory and practice are presented. Promising directions for the development of scientific research in the field of economic assessment of the transport service quality are outlined.

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**Keywords:** *transport service quality, economic theory, efficiency assessment.*

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# Digitalization as the main direction of innovative development of industrial enterprises in the oil and gas industry

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The article analyzes a number of topical issues related to the introduction of advanced innovative solutions in the oil and gas industry to ensure Russia's technological sovereignty in the face of restrictions and new challenges of an economic and geopolitical nature. At the same time, the sustainable development of the industry, competitiveness and efficiency of oil and gas enterprises largely depend on the speed of the introduction of digital technologies, which have recently accompanied almost all processes. In the article, the authors draw attention to the importance of digitalization as the main direction of innovative development of industrial enterprises in complex modern realities. An assessment of oil and gas revenues and investments in the industry is given, their dynamics for 2015–2023 is given. The main oil and gas projects in 2024 have been identified. The problematic aspects of innovative development and ways to solve them through the introduction of digital tools into the processes implemented by industry enterprises, ranging from oil and gas exploration and production to refining and transportation, are identified.

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**Keywords:** *innovations, oil and gas industry, sanctions, digitalization, oil and gas enterprises, digital technologies, investments, revenues, strategic development.*

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# Current trends in industry development in the Russian Federation

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The article analyzes the current trends in the development of industry in the Russian Federation. The article considers key indicators characterizing the state of the industry, such as indices of industrial production, business confidence, demand for products in the foreign market, the level of capacity utilization and the degree of depreciation of fixed assets. The main problems constraining the development of the industry are identified, including the lack of qualified personnel, high cost of loans and limited access to foreign markets. Measures are proposed to ensure further sustainable development of industry, including modernization of production facilities, improving the quality of professional education, creating favorable conditions for attracting investment, searching for new markets and developing alternative sources of financing.

**Keywords:** *industry, development trends, production indices, entrepreneurial confidence, depreciation of fixed assets, qualified personnel, cost of loans, sales markets, investments, competitiveness.*

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# Characteristics of the mechanism of regional industrial policy management

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The article considers the mechanism of regional industrial policy management as a system of interrelated elements. The goals, objectives, principles, subjects, objects, methods, forms of influence, functions, levels and indicators of this mechanism are analyzed. Special attention is paid to the measures to strengthen regional industrial development, including export promotion, tax incentives, creation of industrial parks and public-private partnership. The article substantiates the need to implement a balanced, systemic, comprehensive policy in this area to ensure technological sovereignty and sustainable economic growth.

**Keywords:** *regional industrial policy, management mechanism, technological sovereignty, industrial incentives, industrial parks, public-private partnership, economic development of the region.*

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# Dynamics of agricultural production in the regional section

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The transition to a market economy, integration into the global system of division of labor and acceleration of import substitution programs allowed domestic agriculture, on the one hand, to enter a new era of development. On the other hand, they exacerbated the problem of regional imbalance in agricultural production, since due to the need to increase competitiveness in the domestic and world markets, the agro-industrial complex of regions with the most favorable climatic conditions for intensive agriculture began to receive preferential development. This increases territorial differentiation and interregional economic imbalances. The article is devoted to assessing the processes of change in the regional structure of agricultural production during 1991–2022. The general trend of shifting the main focus of agricultural production from north to south and from east to west to the most favorable regions of the country in terms of agroclimatic conditions has been confirmed.

**Keywords:** *dynamics, differentiation of regions, retrospective analysis, agricultural production, efficiency.*

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# Development of a methodology for assessing financial stability, taking into account the factors of ESG transformation

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In recent years, the importance of the ESG concept has increased against the background of global climate change, as well as increased social responsibility and corporate governance efficiency. More and more companies are striving to introduce ESG transformation factors into their business processes. This article is devoted to the practical analysis of the influence of ESG transformation factors on the financial stability indicators of oil and gas companies and the development on their basis of a methodology for assessing financial stability depending on ESG factors. The developed methodology can be useful to an investor as an auxiliary tool in making investment decisions.

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**Keywords:** *ESG transformation factors, environment, social responsibility, corporate governance.*

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# Study of world and Russian practice of making strategic and operational marketing decisions in modern conditions (in the conditions of digitalization and in the conditions of crisis)

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Currently, in Russia and internationally, much attention is paid to the development of the practice of making strategic and operational marketing decisions in modern conditions (in the context of digitalization and in times of crisis). This article briefly analyzes the features of making strategic and operational marketing decisions in modern conditions in Russia and abroad. The work examines the essence of strategic and operational marketing decisions, compares the types of marketing decisions and conducts a comparative analysis of making strategic and operational marketing decisions in modern conditions in Russia and abroad. Particular attention is focused on the problems and prospects for the development of the designated area of activity. The object of the study is the features of making strategic and operational marketing decisions in modern conditions in Russia and abroad. The purpose of the study is a comprehensive, consistent analysis of the features of making strategic and operational marketing decisions in modern conditions in Russia and abroad. Research methods: comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the research lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of making strategic and operational marketing decisions in modern conditions in Russia and abroad. This scientific article will be useful to theorists, practitioners, students and faculty of economic training areas, as well as a wide range of readers interested in the problems of making strategic and operational marketing decisions in modern conditions in Russia and abroad.

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**Keywords:** *economic development, international research, international marketing, domestic marketing, marketing strategy, digitalization, digital technologies, digital transformation, modern technologies, consumer, marketing solutions.*

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# Development of an architectural model of information-technological services of information support of the area of operational management of service chain companies

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The topic of this study is the development of an architectural model of information technology services for information support of the operational management of chain companies (retail, hospitality). This topic is relevant at the current stage of development of the digital economy due to the multilevel management systems of these companies and the segmentation of information systems that support their operation. In the course of the research presented in the article, the authors presented the structure of IT services of operational activities, the scheme of operational activities management, the list of stakeholders in this area, the key managing operational business processes and the business functions that form them. The result of the research is the architectural models of IT-services of information support of the sphere of operational activity management of chain companies.

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**Keywords:** *service sector, retail, hotel business, network business forms, operational activity, enterprise architecture, business process, IT services, service architecture.*

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# Indicators, factors and metrics of effective state support for the manufacturing sector

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The article considers the indicators, factors and metrics of effective state support of the manufacturing sector. The article substantiates the relevance of the study of indicators for assessing the effectiveness of industrial policy. The approaches of scientists to the choice of optimal indicators for monitoring the effectiveness of state support of industry are analyzed. The key indicators for monitoring the rationality of industrial policy, such as revenue growth, total factor productivity, marginality and profitability of enterprises, are highlighted. The main factors requiring state attention are outlined: innovation activity, investment attractiveness, development of human capital and cooperation relations.

**Keywords:** *manufacturing industry, state support, industrial policy, performance indicators, development factors, performance metrics.*

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# Assessment of recreational potential of the tourist territory on the example of the Ladoga region

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The work is devoted to the assessment of recreational potential of the tourist territory of Ladoga region. The relevance of the study is due to the development of domestic tourism and popularization of this area as a potentially successful destination. In the course of the study the key stages of tourism development at the level of a particular territory are highlighted, the interrelation of recreational and tourist development is identified. The scheme for assessing the tourism and recreational potential of a tourist territory is presented. The key regions of the Ladoga region are identified, their geographical features, transportation accessibility, natural-climatic and historical-cultural resources are described. The estimation of tourist flow to the regions located in the territories of the Ladoga region is presented. The size and structure of the market of certified hotel enterprises at the level of administrative districts that form the key tourist flow to the region are estimated. The problems of development of recreational potential of the territory are described and possible methods of their solution are described.

**Keywords:** *service sector, tourism and hospitality industry, tourist area, tourist destination, recreational potential, Karelian Isthmus, Northern Ladoga region.*

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# Features of state support for the development of small businesses

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Public authorities are interested in attracting new small business entities and supporting those that already exist. In 2024, small entrepreneurs can receive preferential loans, subsidies, grants and tax benefits from the state. In total, there are more than 700 federal and regional support measures. At the same time, the deadline for the completion of the main National project is December 2024, so it is likely that at the beginning of next year the state will develop and present a set of new measures to support small businesses. At this stage, Russia has much fewer resources to support small businesses than it did a few years ago, so the main government support will be concentrated around the most pressing issues. In 2025, the state policy of stimulating small business will continue to be implemented, but its individual components, which are less priority in the current period, may be frozen.

**Keywords:** *small business, support, guarantees, guarantees, financial support, credit holidays, infrastructure, subsidies, preferential leasing, reduced insurance premiums.*

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# Legal support for the development of the digital economy in Russia

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The growing interest in digital technologies and areas of their commercial use is demonstrated by small and medium-sized businesses, large enterprises, digital platforms, etc. Digital solutions can be used in various sectors of the economy – in banks and insurance companies, e-commerce, telecommunications and IT, healthcare, education, energy and heavy industry. Accelerated implementation of digital solutions is becoming more relevant due to the introduction of Western sanctions. The processes of digitalization of its industries initiated in the Russian economy create the need for appropriate regulatory regulation. The interdependence of law and digitalization leads to the emergence of controversial issues that require urgent solutions, as well as generates new types of responsibility.

**Keywords:** *digitalization, big data, depersonalized data, personal data, big data, data turnover, digitalization of legal proceedings, electronic queue, video communication.*

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# Modern tools and technologies for the adaptation and development of personnel at the enterprise

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Every year, more and more enterprises switch to digital, automated methods of personnel management. As a result, the search for suitable employees becomes easier and faster, and recruitment costs decrease. Digital technologies simplify the work of HR specialists by quickly processing large amounts of information, solving the issue of subjectivity and the human factor, reducing the likelihood of accidents and errors. Automated analysis and systematization of information increase the efficiency of HR work and make it more visual and understandable. The competent use of modern personnel management tools will allow the company to attract loyal highly qualified specialists who are interested not only in personal development and increasing income, but also making a conscious contribution to business development, helping to achieve global goals.

**Keywords:** *digital transformation, personnel management, adaptation, the fourth industrial revolution, the labor market, chatbot, neural networks, mentoring, personal account.*

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# Prospects for the development of transport infrastructure to meet the social and household needs of the rural population

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The article diagnoses and systematizes internal and external factors hindering the development of rural transport infrastructure, on the basis of which measures have been developed aimed at improving transport infrastructure in order to meet the household and social needs of the rural population in off-road conditions.

Typical investment projects for the organization of car stalls, mobile points of provision of medical services to the population, mobile points of provision of household services, a project for the organization of distance learning for schoolchildren in off-road conditions and lack of opportunity to deliver students to schools have been calculated.

**Keywords:** *living conditions of the population, rural areas, social and household needs, transport accessibility.*

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# Resource sovereignty is the basis for ensuring Russia's economic security

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In the context of increasing confrontation on the world market, the basis of stability and sustainability of the country are strategic minerals in the form of nickel, titanium, uranium, vanadium and others, which act as the basis for the production of high-tech industries, ranging from the production of microelectronics and ending with the space industry. The authors consider the resource sovereignty of the country as a stable base of raw materials and fuel resources for the uninterrupted supply of the national economy, regions, cities and towns, the basis of the economic security of the state. The basis of the country's resource sovereignty is the organization of control over the effective management of rare earth metals in order to ensure the national and economic security of the country. The purpose of the study is to analyze the existing mechanisms for managing the mineral resource potential of the Russian Federation, with an emphasis on their improvement and integration of innovative technologies. The purpose of this study is to analyze the existing mechanisms for managing the mineral resource potential of the Russian Federation, with an emphasis on their improvement and integration of innovative technologies. The introduction of such solutions will not only increase the efficiency of resource use, but also minimize environmental consequences, which is becoming increasingly important in the context of the global environmental crisis. The object of the study is the natural resources of Russia, their strategic importance and potential for sustainable economic growth.

Certain areas of research have proposed solutions to improve coordination between public and private entities, strengthen investments in infrastructure and technological developments, as well as review approaches to compliance with environmental standards. The complex nature of resource sovereignty is manifested not only in the control over resources, but also in the ability to build a policy taking into account global changes and challenges, which makes the development of this topic an important research area for the future economic well-being and independence of Russia.

The main research methods used are: factual; comparative; historical data analysis; structural and functional analysis in order to clarify the specific features of technological development, as well as to minimize the obstacles, difficulties and disadvantages of the current state of resource sovereignty.

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**Keywords:** *economics, finance, resource sovereignty, personnel sovereignty, concept of personnel sovereignty, program-target method, risk-oriented approach, economic security.*

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# FINANCE

## Proactive budgeting as a tool for citizen participation in the budget process

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The development of proactive budgeting is one of the significant issues related to the participation of citizens in the budget process. The article analyzes the dynamics of practices and volumes of financing of initiative budgeting projects in the Russian Federation; a comparative analysis of the state of initiative budgeting in the leading regions in terms of its financial support and scenarios for the development of initiative budgeting in the Russian Federation.

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**Keywords:** *proactive budgeting, initiative project, financing, management, monitoring, scenarios.*

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# Cryptocurrency as a new safe haven asset in the face of stock market uncertainty

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Uncertainty in the stock market is quite a hot topic for investors. If we consider the last 20 years of stock market crashes, we can highlight several dates. So, in the period 2007–2009, there was the largest fall in the stock market in history, the index decline was 56%. In 2014, the annexation of Crimea to the territory of the Russian Federation affected the fall of the ruble, as well as the Russian stock market. Another date can be highlighted in 2020, when COVID-19 began to be recognized around the world, so the Dow Jones and S&P 500 indices fell by 2-3% per day for a month. During such periods, investors turn to defensive assets such as precious metals, stable currencies, and recently crypto assets. For example, considering the COVID-19 period, the precious metals market, namely gold after the fall, showed a yield of 7%, and in the cryptocurrency market, the bitcoin asset showed a yield of 20% for the same time. But in the context of the drawdown, it is worth noting that the cryptocurrency market proved to be more volatile, so bitcoin fell by 33%, and gold by 8%. The purpose of the work is to test the hypothesis that cryptocurrency can be a protective asset during uncertainty in the stock market. The paper considers the main aspects of protective assets and their role in the modern environment, as well as their ability to reduce risks in the stock market. The benefits that can be obtained by including protective assets in an investment portfolio are considered; the factors of gold attractiveness for investors are analyzed, as well as the role of asset diversification in reducing risks and increasing the stability of the investment portfolio. The work is devoted to the study of cryptocurrency as a protective asset. This chapter examines the role of cryptocurrency as a new and innovative investment tool and the effectiveness of including Bitcoin in an investment portfolio for diversification purposes.

**Keywords:** *cryptocurrency, bitcoin, stock market, gold, financial assets, portfolio theory, financial crisis, stock market uncertainty.*

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# Business Analysis Software for Corporate Finance

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The use of business analysis tools is of great importance for Russian business today in the context of digital transformation. The importance of business analysis in the context of digital transformation is substantiated. Various business analysis tools in corporate finance are considered. A comparative analysis is carried out according to a number of criteria and a mechanism for selecting business analysis tools for finance is proposed depending on the scale and nature of business activities. The analysis allowed us to identify different groups of software based on affordability and functionality. The author's mechanism for selecting business analysis tools depending on the type and scale of economic activity of the enterprise is proposed.

**Keywords:** *software, business analytics, corporate finance, financial analysis, digitalization, digital transformation.*

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# Theoretical basis for assessing the investment potential of an enterprise

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The concept of the investment potential of the enterprise The term “investments” translated from Latin (“invest”) means “to invest” Investments are the amount of costs in the long term, pursuing the goal of making a profit in the future. Definitions of investments and investment activities are given by Federal Law No. 39-FZ “On investment activities in the Russian Federation”, carried out in the form of capital investments.” Investments are cash, securities, other property, including property rights, other rights that have a monetary value, invested in objects of entrepreneurial and (or) other activities in order to make a profit and (or) achieve another useful effect. The investment potential of an enterprise is formed from many factors, economic multipliers and an analysis of the financial condition of the enterprise. And when assessing the investment potential, it is necessary to look not only at the current economic position of the company, but also at the future prospects for its development. Studying the financial condition of an enterprise, a competent investor can focus on particularly significant coefficients and make the right decision. A detailed analysis of the company's activities allows you to learn much more about it using financial statements and some news articles. Today, the uncertainty regarding geopolitical events requires special attention not only to macroeconomics, but also to the financial position of individual enterprises. Therefore, we can conclude that the issue under consideration is relevant. The forecast used in the work based on discounted cash flows is made taking into account probable risks. It is worth noting that in some calculations, an objective assessment is used, covering some aspects of the business. This work considered the theoretical foundations of the investment potential of the enterprise, a variety of approaches and methods for assessing the value of the company. One of the important tasks of any company is to maximize the market value of the enterprise, reflecting the economic benefits of the owners. There are various methods for assessing the investment potential of an enterprise. The work examines the methods in the process of which the value of the company is assessed in monetary terms. With this method, both real income and potential income calculated for a certain period of time are considered, taking into account external factors that can affect the course of economic events.

**Keywords:** *investments, investment potential, factor analysis, financing, company valuation, multiplier,*

*investment policy, investment attractiveness.*

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# **WORLD ECONOMY**

# Analysis of financial support mechanisms for the wind energy sector in China

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This paper presents a hypothesis that, under the current conditions of technological advancement and the global economy, government support plays a crucial role in enabling high-tech companies to achieve a high level of competitiveness in the global market. This support is vital for fostering an investment climate within the country and establishing a legislative framework that allows the use of various financial instruments for lending to enterprises and high-tech projects in the industry.

The paper focuses on examining the impact of various financial mechanisms on the development of China's wind energy sector. It provides a detailed analysis of "green" credit and leasing instruments, the market for "green" bonds, funds, and securities of companies engaged in the development of renewable energy sources (hereafter referred to as RES) in China, as well as state support mechanisms for RES, including subsidies and preferential tax instruments.

Based on the analysis of China's experience, recommendations are proposed for the potential adaptation of this approach for Russia, with a focus on developing competitive high-tech industries in the field of renewable energy sources (RES). The article examines the prospects of using similar financial mechanisms and government support instruments, which could contribute to accelerating the modernization of Russia's energy sector and achieving more sustainable economic growth, oriented towards the principles of environmental sustainability.

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**Keywords:** *China, renewable energy, wind energy, green investments, sustainable energy.*

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# The Belt and Road Initiative as China's strategic response to changes in the global economy

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The first chapter of the dissertation explores the premises and motivations behind China's Belt and Road Initiative (BRI). It examines China's strategic challenges and interests against the backdrop of a transforming global economy and shifts in the system of international relations. The analysis focuses on changes in the paradigm of global economic development and their implications for China's domestic development and foreign economic strategy, particularly in relation to Central Asia. Key trends under review include demographic shifts and their impact on labor markets, population aging, resource market challenges, globalization, structural changes in production, technological innovation, decarbonization, the rising influence of developing countries, transformations in their export structures, and the expanding role of China on the global stage.

**Keywords:** *Belt and Road, China's foreign economic policy, China's initiatives, strategic challenges, economic development.*

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# LPG vs. LNG in the context of energy transition

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The article is devoted to the long-term forecast of the global LPG market development taking into account the situation on the global LNG market (which is practically an analogue of LPG) and the role of LPG in the “green” energy transition. The relevance of the article is due to the fact that in the context of an urgent need to switch to cleaner energy sources, LPG is becoming a powerful ally in the world's quest for carbon neutrality. The article analyzes certain areas of LPG application, the potential of which has not yet been fully realized, but which are stimulated by the natural sequence of the energy transition: environmentally friendly cooking, motor transport, maritime shipping and small-scale power generation. The conducted study allows to conclude that in the above mentioned areas of application, LPG will become an ideal alternative to high-carbon fossil fuels, but further growth rates of the global LPG market will significantly lag behind the growth rates of the global LNG market due to the strengthening of the competitive advantages of LNG in relation to LPG.

**Keywords:** *liquefied petroleum gas (LPG), liquefied natural gas (LNG), energy transition, renewable energy sources (RES), fossil fuels, greenhouse gases, bio-LPG.*

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# China's Trade and Innovation Co-operation within the Framework of the 'Belt and Road' Initiative: A Study of Cross-border Collaboration Models and Technology Transfer Mechanisms

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Under the impetus of the Belt and Road Initiative (BRI), China has actively strengthened trade and innovation cooperation with countries along the route in recent years to drive economic growth and technological progress. Currently, China is promoting the two-way flow of technology and knowledge among nations through the establishment of innovation policies and support mechanisms for cross-border technology transfer. However, challenges persist in transnational cooperation, including inadequate intellectual property protection, technological barriers, limited funding, and a shortage of skilled personnel, which restrict the effectiveness of technology transfer. In the future, China aims to create a more open ecosystem for innovation collaboration through enhanced policy support, international talent exchanges, and improved intellectual property protections. To achieve this, China plans to implement a more systematic set of incentives, such as increasing investments in Belt and Road countries, promoting R&D collaboration in bilateral cooperation projects, and optimizing public-private cooperation models. These efforts are intended to lay a solid foundation for the shared prosperity of countries along the Belt and Road.

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**Keywords:** *Belt and Road Initiative, economy, politics, culture, connectivity, shared development.*

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# Economic equity of distribution in the system of basic economic relations

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The article analyzes the positions of modern authors who a priori seek to prove the effectiveness of market forms of management and the inefficiency of planned ones. The authors of the article, recognizing that the existing model of capitalism has exhausted itself, tried to substantiate new elements of distributive social relations that ensure an increase in the economic fairness of consumption of created public products.

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**Keywords:** *distributive social relations, economic justice assessments.*

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# MANAGEMENT

# Top management approaches to business portfolio designing in diversified manufacturer company

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An objective of the research was analyzing top management of diversified companies approaches to business portfolio designing. The author used top management surveying for discovering business portfolio designing principles as well as criteria of business inclusion into business portfolio and instruments being used for the corporate strategy updating.

**Keywords:** *diversified company, business portfolio, business choosing principles, criteria of choice, corporate strategy elaborating instruments.*

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# Implementation of public-private partnership in the Republic of Dagestan in the context of municipal transformations: key quality criteria

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In the article, the author examines the practice of public-private partnership in the Republic of Dagestan in 2022–2023. The scientific approach to the feasibility of implementing cooperation between the regional leadership and the local community has been studied. The principles of the implementation of public-private partnership in the Republic of Dagestan are defined. The approach of the regional Government to municipal transformations is characterized. Examples of initiatives proposed by various municipal participants of socio-economic transformations in the Republic of Dagestan in 2023 are given. Priorities and opportunities for regional support of projects within the framework of the development of municipalities have been identified. Recommendations are given for the introduction of a more meaningful calculation part in regional competitive requirements for applications, projects and accounting documentation, as well as the adaptation of best practices in the framework of public-private partnership at the municipal level.

**Keywords:** *public-private partnership, project competition, municipality, regional support, region, quality criterion.*

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# Modern aspects of managing the motivation of employees leaving into the SVO zone

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This article is devoted to the study of motivational factors influencing the decision of workers to go to the special military operation (SMO) zone in the Russian Federation. The work considers various aspects of motivation, including patriotic feelings, economic incentives, social and psychological factors. Particular attention is paid to the analysis of the influence of state policy and public opinion on the formation of citizens' motivation. The study is based on sociological surveys, interviews with SMO participants and their families, as well as on the analysis of official documents and statistics. The article reveals the key motives that encourage workers to leave their jobs and go to the SMO zone, among which are a sense of duty to the country, the desire for financial stability, the desire to gain new experience and skills. The author also considers the problems that workers face when deciding to participate in the SMO, including family obligations, career prospects and potential risks. The article analyzes the support measures provided by the state to SMO participants and their families and their impact on employee motivation. Particular attention is paid to the role of employers in the process of making employees' decisions about participation in the SMO. The article examines various approaches of companies to preserving jobs and social guarantees for employees leaving for the SVO zone, as well as programs for their subsequent reintegration into the workforce. The article concludes with conclusions on the complex nature of motivation of employees leaving for the SVO zone and offers recommendations for improving the support system for SVO participants and their families.

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**Keywords:** *special military operation, motivation, patriotism, economic incentives, social support, labor relations, state policy, public opinion, reintegration, Russian Federation.*

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# Contours of a new culture of university management and leadership through the prism of department heads' activities

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The article presents a generalized vision of the problems of building a new culture of university management and leadership based on a managerial culture of initiative and responsibility. The heads of departments are considered as the central subject, since it is in the context of their position both within the old and the prospective, new cultures of university management and leadership that the differences between the old and new systems are most clearly manifested.

Along with the retransmission of the rector's policy, department heads in the modern dynamic educational environment must increasingly ensure the search for commercial (contractual) research, the organization of network programs with Russian and international universities, academic mobility of teachers, stimulation of students to write their final qualifying work in the startup format, as well as the productive evolution of educational programs. The integrative and entrepreneurial activities expected from department heads also includes the intensification of work with industrial partners and the attraction of a contingent to paid places in the master's program. In this regard, the task of effective change management, empowerment and the initially correct selection and development of department heads arises at the level of the entire university.

The article analyzes the range of change management tasks at the university through the prism of the main areas of responsibility and priorities of the work of heads of departments within the framework of the transition to a new model of university management and leadership. Possible fundamental fragments (several central competencies) of the model of professional competencies for the head of department are proposed.

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**Keywords:** *leadership, leadership styles, change management, organizational culture, university management, empowerment, competency model, competency centers, social comparison, personnel reserve, leaders.*

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# Applications of AI in human resource management

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This article analyzes the potential of artificial intelligence (AI) systems in human resources management. In the context of the current digital transformation of the economy, AI is positioned as an advanced tool capable of optimizing various aspects of managerial activities. An analysis of scientific research and practical experience has shown that the implementation of AI opens up new opportunities to increase the efficiency of HR processes at all levels of the organization. In particular, the technology allows for a significant optimization of the process of searching for professionals and talents, replacing subjective assessments with big data analysis. The study comprehensively considers the advantages and opportunities of AI, correlated with the key functions of the HR department: from operational efficiency to strategic planning. Particular attention is paid to the potential of AI at various stages of an employee's life cycle in a company: recruitment, onboarding, talent management, and career growth. At the same time, the work identifies potential risks associated with the introduction of AI in the HR sphere. Ethical issues related to the increased control of employees by employers when using AI tools to monitor their activities become particularly relevant.

**Keywords:** *artificial intelligence, human resources management, recruitment, personnel selection, performance appraisal, HR innovations.*

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# The ethics of using different levels of artificial intelligence in corporate governance

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This study provides a comprehensive examination of the ethical dimensions arising from the integration of artificial intelligence (AI) within corporate governance frameworks. In the context of rapid automation across administrative functions, significant ethical challenges emerge, particularly regarding the need for transparency at all levels of algorithmic decision-making and the elimination of algorithmic bias. Additionally, the clear delineation of responsibility among developers, end-users, and implementing organizations is of paramount importance. This analysis emphasizes AI's impact on employees' labor rights and the upholding of social justice principles within corporate culture. The work focuses on prioritizing key ethical concerns intensified by AI's corporate integration, aiming to identify a balanced approach to human and machine influence within management functions. The central emphasis is on pinpointing the main challenges at the intersection of automation and human oversight to enable functional interactions that enhance efficiency without sacrificing moral responsibility. The discussion concludes by affirming that, while AI has the potential to greatly advance management processes, such progress necessitates careful ethical consideration. Prioritizing algorithmic transparency and bias mitigation is crucial; equally essential is the human role in decision-making, which helps maintain a balance between increased productivity and ethical standards. Hybrid approaches that combine human expertise with AI's analytical capabilities show the greatest potential for optimizing governance.

**Keywords:** *Artificial Intelligence (AI), management processes, algorithms, management, human.*

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# Global art market: on the state of investments in conditions of economic shocks

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This article is dedicated to the study of the current state and future prospects of the global art market in the context of the impact of global economic challenges and instability. It highlights the stimulating effect of economic shocks on the interest in investing in unconventional assets, such as works of art. The art market is considered as a potential direction for the growth of investor activity worldwide amid the volatility of traditional financial assets. The dynamic nature of the contemporary art market and its attractiveness to various types of investors, pursuing goals of portfolio diversification, profit generation, financial preservation through investment in conservative art objects, and others, are defined. Special attention in the study is given to the analysis of statistical data and market development forecasts, market volume assessments, and sales dynamics, which allows for identifying key trends and directions of art market development. The impact of digitalization on the art market is also examined, transforming traditional approaches to trading and investing in art.

**Keywords:** *global art market, investments, economic instability, digitalization, investments in art objects, art investment, art objects as investment.*

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# IT developments for making management decisions based on simplified management accounting for a small trading enterprise

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The article substantiates the importance of management decisions in the field of simplified management accounting. The types of management decisions of small trading enterprises and the features of their classification, as well as the stages of the life cycle of IT developments for making management decisions based on simplified management accounting for a small trading enterprise accounting are presented.

**Keywords:** *management, information, resources, data, information systems, digitalization, forecasting, life cycle.*

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