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ECONOMIC THEORY

Imaginary components of potential energy and momentum in describing the movement of economic objects as quantum mechanical systems

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Despite the huge layer of methods for describing reality accumulated in physics and mathematics, the mathematical understanding and description of economic objects and processes is not at a high enough level. This leads to errors in forecasting long-term economic trends and making suboptimal management decisions. This situation has developed because movement in the socio-economic space, such as the emergence of new technologies or the emergence of new markets or is always overcoming some limits, going beyond existing borders, any change in these borders, which is always very difficult to predict. The article shows the relationship between changes in the boundaries of the domain of existence of a quantum mechanical system and the average value of the imaginary part of the potential energy of this system. The physical meanings of the coordinates of economic space, potential energy, mass and velocity of economic objects are also given.

Keywords: *quantum mechanical system, potential energy, Schrodinger equation, quantum approach in economics, momentum, the mass of an economic object.*

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The modern sanctions crisis as an object of macroeconomic analysis

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The article presents an analysis of the sanctions crisis that erupted in the first quarter of 2022, conducted based on modern macroeconomic models. It is shown how the use of econometric methods allows introducing the model structure into the real context of economic data of the period under review and forming a coordinate system describing the real situation in which macro-regulators make their choice and assess the rationality of their decisions and alternative options.

Keywords: *macroeconomic policy, external economic shock, economic sanctions, macroeconomic equilibrium, R. Mundell – D. M. Fleming model, game theory.*

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Consumption of counterfeit goods as an aspect of demonstrative behavior: impact on social identities and economic practices.

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The presence of counterfeit goods has been and remains a problem for most manufacturers of status brands, and the problem is rapidly expanding, especially in developing countries and countries with ineffective copyright protection laws and counteracting the shadow production of such goods. Many tactics used by premium brands to counteract counterfeiting have produced mixed results. In this article, the author examines this problem from the perspective of conspicuous consumption practices, proposing an approach in which brands could more effectively counteract the emergence of counterfeiting. To do this, it is necessary to reveal the mechanisms underlying the emergence of demand for such goods, and how the "counterfeit brand" is presented as a sign of prestige. Understanding the motives for changing the social identity of the buyer, the desire to improve their social status will help manufacturers more effectively study the profiles of consumers of such goods. Research shows that informing consumers about the legal and moral consequences of purchasing counterfeit products can significantly reduce interest in them. The introduction of such educational practices, including among university programs, will contribute to the formation of a responsible consumption culture that supports original goods and the rights of producers.

Keywords: *consumer behavior, conspicuous consumption, fake idle consumers, counterfeit, status.*

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REGIONAL AND SECTORAL ECONOMY

Modeling and management of innovation processes in a road construction organization: the role of strategic planning and economic responsibility

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The purpose of the work is to substantiate the role of strategic planning and economic responsibility in the management of innovation processes. Research methods and models – strategic analysis, logical-linguistic modeling, strategic planning, decision-making theory, strategic management theory, adaptive management theory, information technology in management. This article deals with the modeling and management of economic processes in a road construction organization, with special attention to the role of strategic planning and economic responsibility. The main attention is paid to the analysis of various methods and approaches to management, as well as the assessment of their effectiveness in the context of strategic development. One of the key themes of the article concerns the identification of three classes of problem situations (PS) and their corresponding decision-making processes. In the first case, we are talking about the identification of deviation of the trajectory of changes in the values of planned indicators from the actual ones within the regime of the corresponding system. Mismatch of interests and goals of elements concerns the second class. The third is related to insufficiently prompt identification and elimination of problem situations in management. An important role in innovation management is played by strategic planning tools that ensure the inclusion in the calculation of such a factor as the economic responsibility of the person occupying a managerial position. This characteristic of a manager is determined by the strength of his/her impact according to the staffing table on the formed results of the organization within the framework of long-term strategic activities. It substantiates the value of a particular managerial position, which helps to determine how effectively the manager manages risks and challenges. It also analyzes the importance of development potential and its relationship with the qualification potential, which reflects the ability of employees and managers to provide innovations in the road construction process. The article substantiates the essence of the term adaptation potential, which can be viewed through the prism of identifying a number of sets of potential links, through the use of which there is a better and faster formation of the organization's strategy.

Keywords: *situational management, modeling, road construction organization, strategic planning, economic responsibility, logical-linguistic modeling.*

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Econometric models of oil production in Russia

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The article discusses the relevance of the analysis of time series of oil production in Russia in the context of current global energy trends and challenges. Time series analysis allows us to understand the complex dynamic processes affecting oil production and to identify patterns that contribute to the improvement of methods for extracting and processing raw materials. The use of advanced statistical and econometric modeling methods allows not only to anticipate possible changes in production, but

also provides a basis for the development of new technologies in the field of efficiency of production, drilling, restoration of oil reserves and oil refining. The article highlights the importance of modeling for reasonably forecasting future oil production scenarios, which is critical for investment decisions and the development of a long-term energy strategy for Russia. Particular attention is paid to the need to adapt the strategy to changes in the global energy market, including the development of renewable energy sources and energy efficiency. Given Russia's growing role in the global energy market and its desire for sustainable development, the article is of significant interest to researchers, economists, policymakers and representatives of the oil and gas industry interested in understanding the future of the Russian energy sector and its contribution to global energy processes.

Keywords: *time series analysis, econometric models, oil production, energy strategy.*

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Organizational and economic mechanisms for ensuring the innovative development of the tourism industry

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The sustainable development of the economy and the general welfare of society largely depend on the level of innovation in the tourism industry as one of the most important sectors of the non-manufacturing sector. This is due to the fact that modern tourism is an effective platform for adapting many innovative solutions through the system of scientific knowledge generation, commercialization, management and regulation. The article notes that the main purpose of the organizational and economic mechanism in the field of innovation is to accelerate technological progress and increase the competitiveness of all subjects of the tourism industry, contributing to its sustainable economic development.

Keywords: *tourism industry, innovation, organizational mechanism, economic mechanism, sustainable development.*

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State regulation for social and economic development of the region

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The study of state regulation and forecasting of socio-economic processes has acquired particular significance in connection with global trends, national experience and approaches of leading interested countries. The study examines state measures for the Arctic zone of the Russian Federation. The object of analysis is state policy to stimulate high-tech industries for the purpose of leadership and economic sovereignty in the long term.

Keywords: *Arctic zone of the Russian Federation (AZRF), megaregion, state regulation measures, development of Arctic regions, potential of the Arctic zone, prospects for development of the Arctic, tax burden, deposits on the Arctic shelf, tax preferences.*

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Financial modeling of the profitability of business funding options in the context of e-commerce

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The article is devoted to the development of a financial model for selling goods through a marketplace. Methodological recommendations for building a model are proposed. The main attention is paid to the analysis of various options for financing a business, including the use of own funds, borrowed funds and their combination. The modeling results show that using exclusively own funds is the most profitable option, but this scenario requires significant financial resources from the project initiator. The article concludes that doing business on an online platform can be more profitable than placing funds on deposits, but is associated with greater risks. The work provides a financial model and recommendations for entrepreneurs considering starting a business on the Wildberries.

Keywords: *financial modeling, funding strategies, e-commerce, Wildberries, financial flows.*

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Prerequisites, forms and signs of corrupt behavior. Economic approach

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The relevance of the article is conditioned by the need to improve the analysis of corruption processes. The object of the study is corrupt behavior of persons occupying positions implying payment at the expense of the state in the public interest. The subject of the study is the prerequisites for the formation of corrupt behavior. The theoretical and methodological significance of the topic lies in the substantiation of the economic approach in the systematization of approaches to the analysis of corrupt behavior. The practical significance of the topic lies in the possibility of using the results of the study in improving law enforcement activities.

Keywords: *corruption, economic security, prerequisites of corruption, forms of corruption, signs of corruption.*

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Problems of evaluating the effectiveness of an economic entity's internal control system

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A reasonable and reliable assessment of the effectiveness of the internal control system is necessary to form objective conclusions and develop specific proposals to improve its effectiveness. The article substantiates the main directions of evaluation of this system based on legislative and regulatory acts in this area. The following areas of assessment of the effectiveness of the internal control system are highlighted: ensuring the safety of assets; ensuring the effectiveness of the organization; ensuring compliance with legal requirements; reliability of accounting and preparation of accounting (financial) statements.

Keywords: *Internal control, internal control system, areas of internal control, reliability of accounting (financial) statements, inventory, audit opinion, facts of economic life, legality of facts of economic life.*

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Current problems of conducting economic analysis in organizations

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The article highlights the current problems of conducting economic analysis in organizations. Economic analysis is a key tool for assessing business performance. For the successful development of a company, it is critically important to ensure the smooth operation of all internal processes, like a finely tuned mechanism. Any commercial structure strives to increase profitability, optimize its activities and achieve maximum efficiency with minimal losses in the process.

Keywords: *economic analysis, business, analytical activity, difficulty, risk.*

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Factor analysis in enterprise performance management

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The paper examines the key aspects of applying factor analysis as a tool to improve the company's performance. Particular attention is paid to deterministic factor analysis, which stands out among other varieties for its significant advantages in the field of enterprise management.

Keywords: *factor analysis, economics, indicator, business, work result.*

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On legal relations on digital transformation of industrial sectors of the cis member states

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The current vector of development of geopolitical life has determined the importance of developing a model law "On the digital transformation of industrial sectors of the CIS member states" as the basis for a coordinated and agreed system for managing digitalization in the economic space of our countries. Statement of the problem. The format for presenting knowledge on improving national regulation of digital transformation processes in industrial sectors does not reveal the idea and essence of the natural-product vertical of their digital transformation to improve the quality of life of the population based on end-to-end technologies and intelligent decision support systems. The purpose of the study is to form an adaptive mechanism for the transition to a comprehensive legal regulation of relations, in eliminating internal contradictions and gaps in business communication. The methodology of the study is the provisions of the theory of state and law, patterns of development of socio-economic systems, systems analysis, situational and adaptive management. The methods of work are logical and linguistic economic, cognitive analysis according to the updated requirements of strategic management documents and territorial planning in the CIS member states. The information base consists of a detailed analysis of the norms of national and international law on the regulation of digital transformation in the CIS member states. The main results of the study are the revised semantic model of the natural-product vertical of digital transformation of industrial sectors and semantic modeling of the network of problem

situations.

Conclusions. Possible ways of solving problem situations are proposed in order to coordinate organizational measures and unify legal measures for the digital transformation of industrial sectors in the Russian Federation, the Republics of Azerbaijan, Moldova, Kyrgyzstan and Belarus. The relationships between problem situations and the patterns of their manifestation are revealed.

Keywords: *legislation, public administration, digital transformation, legal relations, CIS member states, cooperation, end-to-end technologies, natural-product vertical, strategic planning.*

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Information Processing in Strategic Planning for the Development of an Industrial Enterprise

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The information field of an enterprise producing high-tech products in the instrumentation industry is characterized by high variability, uncertainty, and dynamism, which necessitates updating knowledge representations and informational models for strategic planning algorithms. This is particularly relevant to technological sectors such as instrumentation, where rapid adaptation of strategies is crucial. The goal of this article was to develop and test a framework for representing knowledge within the context of strategic planning at an industrial level. Key outcomes include the development of methods for processing data, information, and knowledge during decision-making processes based on situational and adaptive management principles. A novel approach involves using dynamic formats for presenting data, which enhances understanding and interpretation of complex situations, thereby improving the quality and efficiency of planning procedures. The hypothesis suggests that applying these frameworks will improve the accuracy and effectiveness of decisions made by enterprises, leading to more successful strategic planning. Methodology includes systems analysis, theory of situational and adaptive control over industrial complexes, economic-mathematical modeling, logico-linguistic analysis, cognitive modeling, and semantic structuring of texts.

Keywords: *region, instrumentation industry, strategic planning, adaptive management, digitalization, frame.*

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Analysis of investment attractiveness of special economic zones

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The article analyzes the financial condition and investment attractiveness of a special economic zone – the Arctic zone of the Russian Federation. The pre-pandemic period is taken as an example.

Keywords: *financial condition, investment attractiveness, Arctic zone of the Russian Federation, special economic zone.*

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Methods of analysis of functioning of a special economic zone

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The Arctic is under close attention of the world system, playing an important role in the economic, political, social and environmental development of the world community as a whole. Western countries are trying to gain greater influence in the Arctic. The task of the Russian Federation in the above-mentioned conditions is to defend its interests.

Keywords: *Methodology, analysis, functioning of a special economic zone.*

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Monopolization in the modern economy. Part 2. Industry analysis and antimonopoly recommendations

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The research is devoted to the analysis of the industry specifics of the monopolization process in the modern Russian economy. In the context of globalization and digitalization, monopolization is becoming more pronounced, which affects various industries, including energy, banking, and industry. The article provides a practical analysis of the development of monopolies in Russia, and offers recommendations for improving antimonopoly regulation. The most important conclusions are the need to strengthen government intervention and create conditions for the development of competition, as well as balancing the interests of large corporations and the public good.

Keywords: *Monopolization, antimonopoly policy, economic regulation, competition, social transformation, market forces, government intervention, economic socialization, multinational corporations.*

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Analysis of the quality of management activities in the organization. Part 2. Analysis of international experience in the field of quality management

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The analysis of the quality of the management system should be carried out on the basis of extensive use of accumulated experience in the field of management. In particular, the implementation of international quality standards in the activities of economic entities, including quality management system standards, deserves attention.

The purpose of the article is to develop directions for the analysis of management activities in an organization based on international approaches to assessing the quality of management.

The article proposes a methodology for analyzing the quality of management in an economic entity, arranged in a logical sequence to obtain relevant information about the components of the management system and management activities. The ways of solving problems related to the analysis and evaluation of the qualitative characteristics of management activities are outlined. It is proposed to use a standardization tool to ensure the necessary quality of analysis.

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

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A large family in the system economic distribution

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The article substantiates a civilizational approach to the theory of personal consumption, which ensures the alignment of conditions for the consumption of public goods by large families.

Keywords: *distribution, consumption, public goods.*

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Trends in the group of largest companies in the global economy

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Despite the significant and multifaceted socio-economic influence of large companies, in particular the largest international corporations, they remain insufficiently studied. The article is devoted to identifying trends in the formation of the group of 10 largest corporations in the world economy, based on the analysis of the characteristics of the group as a whole and individual companies included in it. Methods of descriptive statistics and structural-dynamic analysis are used. Conclusions are made regarding the stability of the Top-10 group, the efficiency of the companies included in it and the current direction of research of large corporations taking into account their socio-economic role.

Keywords: *large corporation, large company, business scale, rating of the largest companies, typology of large companies, development trends of large companies, company performance.*

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Risk assessment as a basis for improving business processes of construction company

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The idea of improving the efficiency of companies by improving their business processes is becoming increasingly popular. The results of a business process depend on the impact of various factors that together determine their inherent risk level, and changing business processes allows changing the risk level. The article proves and provides an example of the possibility of using a numerical tool for the failure modes and effects analysis, used in the technical sphere - the risk priority number RPN, to assess and prioritize potential risks of construction companies. An analysis algorithm, calculation procedure and possible interpretation of the results are proposed. It is concluded that improving business processes based on regular risk analysis will allow the company to maintain an acceptable risk level, identify critical business modules and business operations and understand the size of the risk in its monetary value, which will allow correctly forming a project portfolio, planning work in time, creating reserves or taking measures to transfer risk and, ultimately, will contribute to ensuring the economic security of the company.

Keywords: *business process, improving business processes, risk management, risk assessment, analysis of types and consequences of failures, risk priority indicator, construction company, economic security.*

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Current digital solutions for managing and measuring innovation risks in an enterprise

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Measuring and managing innovation risks are important aspects in modern business, especially in the context of rapidly changing technological and economic conditions. The use of digital technologies for these purposes provides the opportunity to accurately identify potential threats and develop appropriate strategies to mitigate them.

Keywords: *enterprise, innovation, digital technologies, innovation risks, management, measurement, digital solutions, technology integration.*

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Framework guidelines for entering foreign markets for small and medium-sized enterprises

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The purpose of this article is to substantiate the key aspects, issues and priorities of the framework guidelines (methodological recommendations) for entering foreign markets for small and medium-sized enterprises, as well as to present the configuration of the central framework guidelines that can be recommended for developing internationalization strategies for small and medium-sized enterprises (SMEs). Eight of the most important framework guidelines are presented with a wide relevance and applicability to typical situations in SME decision-making when building an international business, and they reflect the context of the problems and opportunities of SMEs in the modern conditions of entering foreign markets. The area of methodological recommendations for entering foreign markets of SMEs and increasing the efficiency and effectiveness of this activity deserves to be a separate priority for scientific and practical studies, which can include scalable and replicable solutions as an important focus, as well as an expert community that could be engaged in testing and updating methods and guidelines. It is advisable to prioritize precisely the enlarged vision of guidelines for SMEs, which is available to all SME stakeholders based on the scientific and practical groundwork formed to date. The framework guidelines can serve as a kind of methodological navigator, allowing SMEs in each specific situation to better navigate and identify the right priorities, productive aspects that need to be taken into account and understood. The task of the expert and scientific-practical approach to solving the problems of internationalization of small and medium-sized manufacturing companies is to improve their competencies and adaptability in the rapidly changing dynamics of international economic cooperation, so that in any situation they can develop an effective strategy based on the framework guidelines. The central focus is to provide SMEs with a certain conceptual outlook and fairly universal approaches that will allow small and medium businesses to build a productive and adaptive model of internationalization in a specific context.

Keywords: *international business, small and medium enterprises, SME, entering foreign markets, business internationalization, internationalization strategies, methodological recommendations, guidelines, international markets, foreign markets, export, exporting.*

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Forming competitive marketing strategy of the organization in the conditions global political and economic instability (on the example of the dynamics of Gazprom's export indicators)

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The strategy of the organization's development in a competitive environment typical of a market economy involves interaction with all spheres of society, which in the 21st century has every right to be called globalized – a society of constant transnational interaction and international consumer space. Each of them is significant, but none of them has the same strong impact on the global economy as the political sphere can have. Markets, the mutual movement of goods and services in which has not been legitimized, are actually lost to each other and do not have incentives for self-improvement, simultaneously contributing to increasing instability in the global economy, striving to include all available financial and production structures. The main purpose of this study is to review and analyze Gazprom's strategic actions in the global oil market in the context of global political instability and industry turbulence. The research uses reporting statistical data on the financial and actual volumes of Gazprom's export activities, presented in a graphical format while maintaining thematic integrity, comparative demonstrativeness and dynamic differentiation, compiled in correlation with the corresponding geopolitical background. The results obtained generally allow us to formulate the concept of a conclusion on thematic issues. The marketing strategy of an organization as a leading characteristic of its actions in the target segment of the global market is determined by a whole range of influence factors, which, however, boil down to the ability of the organization not only to maintain its position in a competitive environment, but also to maneuver in the space of political decisions, often aimed at controlling the sphere of the economy. The reasons for these decisions may be diverse, but their effect on the market environment remains unchanged: within their framework, commercial organizations are forced to adapt to the specifics of a changing environment. Specifically, Gazprom PJSC uses its export activities as one of the important levers of influence on the global price of oil and

gas products and crude oil. Nevertheless, Gazprom PJSC has close ties with the state administrative apparatus of the Russian Federation, so its activities in any case turn out to be connected with a global and regional political motive. The idea of adapting an organization to changing political and economic conditions through the formation of a specific marketing strategy balances the economic efficiency of any commercial enterprise and the political context of its essence in the world of global finance and regional conflicts. The actions of a commercial organization are considered in the context of its affiliation, and this, as a result, leads to the fact that its marketing (especially in the case when the activity of the analyzed organization is transnational in nature) turns into the concept of opposing politics as a universal force – an antagonist of purely financial and economic market dynamics.

Keywords: *marketing, strategy, economic downturn, adaptation, economic trend.*

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Improving the evaluation system for procurement participants during tenders

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This article is devoted to improving the supplier identification system during a procurement procedure such as a tender. The current system for evaluating procurement participants unfairly does not award points to procurement participants who have offered the worst offer to evaluate the experience, and it does not matter how big the difference between the best and the worst offer is. The result of the article was the development of recommendations for improving the evaluation model of procurement participants, which will allow the participants to fairly award their points to the participants in the competitions, in proportion to the experience stated in the application.

Keywords: *public procurement, evaluation of procurement participants, points, 2604, resolution, supplier selection, competition, procurement in the construction sector.*

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Evolution of digitalization of accounting

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The article considers the main stages of the evolution of digitalization of accounting from mechanical calculating devices to modern intelligent systems. Key technological achievements and their impact on the development of accounting processes in different historical periods are identified. A significant impact of information technology on the transformation of accounting methodology and professional competencies of specialists is revealed. Modern trends in the development of accounting software, including cloud technologies, blockchain and artificial intelligence are analyzed. It is concluded that the digital transformation of accounting requires a systematic approach to solving technological, methodological and personnel issues while maintaining the key role of the accountant's professional judgment.

Keywords: *digitalization, accounting, automation, information technology, software, cloud technologies, blockchain, artificial intelligence, digital transformation, professional competencies.*

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Risks of digital transformation in labor resources management

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There is an active transformation of the labor force structure in the modern market, due to scientific progress and the digital transformation of the economy. The introduction of technologies and automation of processes lead to a reduction in traditional jobs while simultaneously increasing the need for specialists in the field of information technology, data analysis and digital design. This shift increases the requirements for employee competencies, forcing us to reconsider the methods of training and professional development.

Keywords: *digitalization, labor market, automation, innovation, employment, economic security, human capital, technological progress.*

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Analysis of the structure of economic development of a special economic zone

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The analysis of the structure of economic development of the Arctic special economic zone (hereinafter referred to as SEZA) must be carried out taking into account the heterogeneity of the development of SEZA regions due to different initial geographical conditions, natural and human resources, as well as a qualitatively heterogeneous set of characteristics of these regions, in terms of classifying regions by one or another feature. In the study, we will use a typological approach to grouping SEZA regions. In this case, it is important to correctly select a grouping feature that will clearly determine both the similarity of regions within one group and the difference between different groups.

Keywords: *structure of economic development, special economic zone, typological approach to grouping regions.*

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Insurance models

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Insurance models are concepts based on certain methods and principles that help insurance companies assess and manage risks. These risks may be related to providing financial protection against losses or various problems for clients. There are several types of basic insurance models, including the traditional model where insurance companies are paid premiums for providing insurance coverage, and alternative models such as self-insurance and reinsurance. Insurance models include various methods for determining risks, calculating premiums, managing insurance portfolios, and evaluating the effectiveness of insurance companies. They help insurers effectively manage their reserves and ensure the protection of their customers. Insurance models are needed to protect people and companies from financial losses caused by various negative events. They allow you to transfer the risk to the insurance company for a fee (insurance premium) and provide financial support in the event of an insured event. Insurance models help smooth out financial losses, ensure financial stability, and protect against unexpected expenses. Mathematical methods play an increasingly important role in creating insurance models. This article presents the basic model of an insurance company based on the principles of the central limit theorem. Considering the amount of claims as a random variable, the authors propose various models for analyzing the claims process, including bankruptcy models and loss distribution models.

Keywords: *insurance mathematics, insurance models, insurance premiums, insurance payments, mortality tables, claims process, contract portfolio.*

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ESG Rating Components in the Context of Sustainable Operations of Companies and the Implementation of Innovations

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This study examines the impact of ESG ratings on the performance of companies, with a particular focus on achieving sustainable development and sustainable operations in the context of economic growth and innovation. A method is proposed for constructing a rating of sustainable operations of companies based on a list of indicators reflecting three private ratings of sustainable development (ESG rating).

Keywords: *ESG, rating, sustainable development, sustainable operation, carbon footprint, social efficiency, responsibility to society, criterion.*

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Resource base of industrial development using the tools of project financing

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The development of any industry is always related to how efficiently the resources are resources are used and what new things can be applied to mobilize them. However, in order for an industry to develop, it is necessary to solve a number of problems: to provide financing, to renew fixed assets, to train personnel, to respond flexibly to the market instability. In conditions of instability and limited traditional sources of financing, project finance can serve as an important source of financing. In conditions of instability and limited traditional sources of financing, project financing can serve as an important tool (lever) aimed at mobilizing various resources, reduction of risks for project participants. At the same time: “Structural restructuring of the Russian The structural reorganization of the Russian industry, which is currently taking place, directly depends on the the pace of adaptation of enterprises to the dramatically changed conditions and is determined by the nature of problems and resource constraints. the nature of problems and resource constraints, not always directly related to the with sanctions restrictions” [1]. That is, an important factor of success is the speed of implementation of changes. Relevance – the need to study the mechanisms of project financing as one of the ways to strengthen the resource base, which will directly affect the competitiveness of the industry, contributing to its adaptation to modern economic conditions, its adaptation to modern economic conditions. Objective - to conduct research of resource support for the development of industry and assessment of possibilities of using project finance instruments for its strengthening. The author's hypothesis suggests that the use of project financing to strengthen the resource base will significantly expand the opportunities of industry and the quality of strategic decision-making. Scientific the result is to assess the state of equipment in the industry. The study is based on the use of methods of economic analysis, comparative analysis and system approach.

Keywords: *resource base, industry, development, tools, project financing, improvement, digitalization, project.*

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Methods and models of analysis of development of special economic zones

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Current management decisions depend on many factors, one of which is information and methodological support. Information and methodological support, in turn, depends on the systematization, collection, processing and balance of the information received to form effective business decisions. It should be noted that the debatability of the field of information and analytical support is only expanding due to the lack of a unified opinion in terms of the tools, mechanisms, methods, stages used, and even the conceptual apparatus on the designated aspects is quite contradictory.

Keywords: *Methods of analysis of development of special economic zones, models of analysis of development of special economic zones, information and methodological support.*

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Features and algorithm of financial analysis of budgetary institutions

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The article discusses the features and algorithm of financial analysis of budgetary institutions. Financial analysis serves not only as a basis for the introduction of advanced management technologies, including zero-based budgeting, but also acts as a key element of control. In addition, it provides reliable data for calculating tariffs for paid services and determining the amount of government subsidies in the formation of municipal and state assignments. Special attention is paid to the characteristic algorithm of financial analysis used in the study of the financial condition of public sector organizations.

Keywords: *finance, analysis, budgetary institutions, algorithm, activity.*

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Analysis and evaluation of the effectiveness of procurement activities

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In the current environment, effective procurement activities are one of the key factors for the success of any organization. A well-structured procurement system and its analysis allows not only to minimize costs, but also to ensure uninterrupted business processes, as well as strengthen the company's competitive position in the market.

Keywords: *procurement activities, efficiency, procurement, methods of substantiating the NMTsK, justification of the purchase price.*

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AI in the creation of personalized marketing strategies for personal brands

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The article examines the applied significance of artificial intelligence (AI) technologies in the personalization of marketing strategies aimed at developing personal brands. The advantages of AI application are analyzed, including solutions for audience segmentation, consumer behavior forecasting, content creation optimization, and other tasks. Key stages of the development and implementation of marketing strategies for personal brands, significantly influenced by AI, are highlighted. Special attention is given to the functional capabilities of AI, including big data processing, analytics, content generation, reputation management, and forecasting. It is established that the use of AI enhances the effectiveness of personal brand strategies by accelerating processes, reducing costs, increasing customer loyalty, and providing a range of functional benefits. The necessity of critically evaluating the technology's capabilities and maintaining independence in the implementation of marketing strategies without AI is noted. Based on the research results, the specific features and effects of creating personalized marketing strategies for personal brands using AI technologies are detailed.

Keywords: *artificial intelligence, marketing strategies, personal brand, personalization, big data, content generation, reputation management, forecasting, cost optimization, target audience.*

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Digital technologies for auditing personnel security in government agencies in modern conditions

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The article examines the theoretical foundations of personnel security audit, the impact of individual elements of personnel security, which are considered within the framework of the audit on the economic security of a government agency. Digital technologies for personnel security audit are systematized, and a conclusion is made about the prospects for their application in Russia.

Keywords: *personnel audit, personnel security, digitalization.*

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The essence of investment analysis in the company's activities in modern conditions

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Making sound decisions about investing in various projects is made possible by investment analysis, which is especially relevant in the current economic environment. This study describes some functional aspects of analytical activity in the field of investments. Special attention is paid to the disclosure of fundamental characteristics and the definition of the very concept of investment analysis as an important tool of modern business.

Keywords: *investments, analysis, company, project, capital.*

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Comprehensive analysis of financial activities

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A comprehensive analysis of the economic situation of business structures requires a thorough study of the methodological base and diagnostic tools. The effectiveness of modern companies largely depends on the timely identification of problems through a systematic study of their financial performance. The article highlights the fundamental methods of assessing the economic performance of organizations of various forms of ownership and focuses on the existing difficulties in this area. The paper describes in detail the goals and priorities of a comprehensive analysis of the financial and economic activities of companies, emphasizing the importance of timely diagnosis for successful business development.

Keywords: *complex analysis, finance, indicator, risk, financial and economic activity.*

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Influence of intellectual capital on innovation activities of companies

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In this scientific work, the author briefly analyzes the features of the influence of intellectual capital on the innovative activities of companies. To do this, the author briefly examines the essence of intellectual capital itself, its characteristics. Then the author moves on to consider individual factors of the influence of intellectual capital on the innovative activities of companies, gives practical examples. In the conclusion of the scientific article, the author notes that only a comprehensive and systematic work of both the employer and the employee will achieve the desired results of the activity. The object of the study is the features of the influence of intellectual capital on the innovative activities of companies. The purpose of the study is a comprehensive, consistent analysis of the features of the influence of intellectual capital on the innovative activities of companies. Research methods: comparative, comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, and other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the study lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of the influence of intellectual capital on the innovative activities of companies. This scientific article will therefore be useful to theorists, practitioners, students and faculty of economic and other areas of training, as well as a wider range of readers interested in the issues of the influence of intellectual capital on the innovative activities of companies in general.

Keywords: *intellectual property, intellectual capital, innovation, innovative activity, economic activity, new technologies.*

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The concept of modernization of the sectoral structure of the regional economy

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The presented study substantiates the need to modernize the sectoral structure of the regional economy based on the developed conceptual approach. Its purpose is to study the issues of updating and multitasking of the sectoral modernization process, the selection and study of indicators of the sectoral structure of the regional economy, ranking external and internal factors that determine the process of modernization of the sectoral structure of the regional economy, as well as substantiation of priority areas of structural modernization as an important prerequisite for increasing the competitiveness of the economy of the country and regions. The study used methods of a logical and systematic approach to the processes of sectoral modernization, methods of statistical analysis, synthesis, expert assessments. The work develops conceptual provisions for substantiating the structural modernization of the economy at the regional level. The modernization concept is aimed at increasing the efficiency of the sectoral structure of the regional economy by stimulating the use of digital technologies in industrial enterprises, large-scale introduction of scientific and technological achievements into production, development of non-resource sectors of the economy, creation of high-tech and knowledge-intensive industrial complexes, advanced training of personnel and mastering new competencies, improving social and transport infrastructure.

Keywords: *conceptual approach; modernization; sectoral structure of the regional economy; indicators; factors; priority areas; digital technologies.*

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Scientific discussion on system-forming subjects of industry. Part 2

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This publication (part 2) presents a bibliographic analysis of the scientific discussion on methods and approaches to identifying system-forming industrial entities. A classification of principles for constructing system-forming and vulnerable entities at micro-, meso- and macro- levels is proposed. The primary “gap” in the scientific discussion is identified – the absence of uniformly visible criteria and an economic definition of system-forming entities.

Keywords: *economy, manufacturing industry, systemically important enterprises; systemically vulnerable entities.*

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Dynamic analysis of the impact of tax policy on gold mining companies: history and forecast of changes

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In 2024, global gold prices showed an increase of c. 30%, and the USD/RUB exchange rate depreciated by c. 15%. In results, the Russian gold mining companies took advantage of these event and were able to significantly increase their revenue denominated in foreign currency against expenses denominated in rubles. The government of the Russian Federation reacted to these events by changing tax legislation, introducing export duties, and then a tax surcharge on mining, which was further modified six months later. At the same time, gold miners need to build a long-term strategy based on the premise of constant taxes, which implies the introduction of a unified taxation system in the country, regardless of gold price levels. The study proposes a universal tax system that will meet the need for federal budget fullness and business needs for tax stability.

Keywords: *gold mining companies, gold, tax policy, tax burden, mining tax, analysis, marginality.*

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Managing the investment potential of an enterprise

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The formation of a company's investment potential is influenced by various factors, both internal and external, the analysis of which is presented in the paper. In the course of the research, the existing theoretical concepts were generalized and structured, revealing the nature and content of the investment potential of an economic entity.

Keywords: *investment potential, company, analysis, finance, factor.*

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Analysis of the impact of ESG factors on the financial performance of organizations

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The article analyzes the current situation regarding the implementation of the ESG concept in the work of domestic organizations. The main attention is paid to studying the impact of sustainable development principles on the financial results of PJSC MTS. Possible threats that may arise when integrating ESG into business processes are investigated. Future opportunities for ESG implementation for Russian enterprises are noted.

Keywords: *sustainable development strategy, ESG factors, financial results, wireless telecommunications services.*

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The role of artificial intelligence in ensuring the financial security of an organization

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Modern society has undergone significant transformations due to the introduction of artificial intelligence technologies, which have radically changed production processes and approaches to financial analysis and further work. Particular attention is paid to the impact of AI on ensuring the financial stability of organizations, due to the rapid development and growing demand for these technologies in recent decades. The review of scientific, practical and theoretical information is carried out, the author's conclusions are formulated.

Keywords: *artificial intelligence, finance, security, sustainability, system.*

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Principles of evaluation of investment projects in the digital economy

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In modern conditions, the analysis of the digital technology market shows their growing influence on the transformation of business models. At the same time, insufficient knowledge of digital projects creates difficulties in their investment assessment. The article examines the methodological aspects of determining the effectiveness of investments in the context of the digitalization of the economy. Making investment decisions requires careful economic justification to strengthen companies' market positions, where financial analysis of projects plays a major role. The study examined the specifics of digital investment initiatives and existing approaches to assessing their effectiveness, taking into account the specifics of the digital environment.

Keywords: *investment, analysis, project, digitalization, technology, resource.*

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Analytical tools for sustainable development of companies in the context of ESG transformation

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This article examines the problems of financial and non-financial information formation and its reflection in integrated reporting. The list of international standards of reporting in the field of sustainable development is provided; an analytical review of the industry affiliation of non-financial reports of Russian companies. The evolution of the concept of “sustainable development” is studied. Analytical tools for sustainable development in the context of ESG transformation have been developed using the example of a company in the petrochemical industry.

Keywords: *sustainable development; financial information; financial information; financial reporting; non-financial reporting; integrated reporting; ESG; integrated reporting.*

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Formation of entrepreneurial activity in creative industries: trends, problems and contradictions

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The study of the nature of entrepreneurship formation allows us to identify new trends, which, in turn, become the object of theoretical research and practical analysis. The author describes an approach that makes it possible to form a new trajectory for the development of entrepreneurship.

The desire for uniqueness in the appearance of companies, industrial sectors, and even entire countries, regions, or cities in the modern economy is increasingly achieved through a symbiosis of cultural and commercial endeavors characteristic of the creative industries. This creates the need for the formation of a creative ecosystem capable of uniting and supporting creative individuals who, by virtue of their formed values, can form a new stratum of entrepreneurs.

This article examines the axiological nature of an entrepreneur's behavior, which, in turn, makes it possible to clearly identify the motives and values for entrepreneurial activity.

The basic postulates of entrepreneurship in modern conditions are considered. The author defines the trends and patterns of entrepreneurship development in the creative economy industries. Economic development, embodied through innovation and creativity, can ensure stability and growth. Expanding the boundaries of cultural and creative industries contributes to sustainable development by stimulating innovation and improving overall well-being. This leads to an economy that can easily adapt to changes and overcome difficulties. However, creativity should not be limited exclusively to creative industries; its synergy with traditional industries can lead to significant competitive advantages. It is important to integrate creative approaches into all aspects of production and service.

The article considers the issue of adapting the axiological approach to the study of the nature of entrepreneur behavior, which allows us to form a new approach to the description of cause-and-effect relationships. The author also discusses the need to introduce an author's approach to the implementation of the concept of the development of creative industries and mechanisms for the implementation of government support in large and major urban agglomerations until 2030, dated September 20, 2021, No. 2613-R.

Keywords: *creative industries, services, entrepreneurship, axiological approach.*

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Institutions and elements of socio-economic growth and development of peripheral territories

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Importance The relevance of the topic of socio-economic growth and development of peripheral territories plays an important role in the study of the territorial development of the state, which a priori has uneven socio-economic development of the regions. The problem lies in the degree of unevenness and formation of institutions for managing elements of socio-economic growth and the potential of interregional ties, which are key in the region's exit from the peripheral status of the "void" territory. A feature of the imbalances in the territorial development of Russian regions is the role of regions remote from the centers as peripheral, including for the Far East – a bridge from the European part of the country to the Asia-Pacific region. Considering the planned system of building and development of territories until the early 2000s, it is necessary to note the content of the goals and objectives for the formation of production forces for the development of regional potential. Currently, the three-level management system for the development of the region depends on export-import activities.

Object Based on the conducted research, to identify the key elements of regional development for the systemic development of peripheral territories.

Methodology The work is based on the analysis of scientific literature, systematization and generalization of the data obtained, methods of induction and deduction, comparative analysis.

Results Development of theoretical foundations for making managerial decisions in the field of regional and municipal management, stimulating the socio-economic development of peripheral territories, in the system of personnel training according to educational programs.

Keywords: *peripheral territories, «emptiness» territories, economic potential, regional connections, regional self-sustainability.*

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Information security issues in the context of digital transformation

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Confidentiality, integrity and availability of information, its vulnerability and prevention of malware attacks – is the main task of an organization of any scale. In the modern world, in which information technology is rapidly developing, as well as dependence on digital resources is developing. Most organizations are switching to the format of modern support (electronic signatures, data storage on servers, online banks, etc.). In this regard, the protection of information systems (ZIS) becomes critical and of particular importance.

Keywords: *digital transformation, software, information, malware.*

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The use of a digital graph mathematical model of the reliability of hazardous production facilities in the implementation of a risk-based approach in the strategic management of the organization

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The purpose of the scientific research is to explore the possibilities of using mathematical tools in the implementation of strategic management in industrial enterprises. The possibility of using the Monte Carlo method in the software elements of a specialized digital product: a module for hydraulic calculations and a module for stochastic modeling of a gas transmission system is considered. It is noted that the approach can be used to predict the decommissioning of sections of the gas transmission system as a result of an emergency situation.; the decision on the administrative suspension of activities for up to 90 days by the regulatory authorities; prohibition of operation based on the results of an industrial examination. In addition, on this basis, priority areas can be identified for major repairs and inclusion in repair/modernization/reconstruction programs. Based on the results of the model construction and mathematical calculation, the prioritization of natural gas consumers of a specific research object was determined. When finalizing the model with an indication of the amount of daily downtime for consumers, not only the likely fuel losses/restrictions were calculated, but also the total cost of equipment downtime and lost benefits. It is concluded that the use of a digital graph mathematical model of the reliability of hazardous production facilities makes it possible to increase the safety and reliability of gas pipelines, reduce the risks of accidents and leaks, equipment downtime, and minimize unforeseen costs. The method is an important tool in supporting managerial decision-making aimed at ensuring the vital activity of the organization.

Keywords: *industrial enterprise, digitalization, strategic management, software product, graph mathematical model, Monte Carlo method, risks.*

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Logical-linguistic modeling for modeling complex economic systems in industry: theoretical foundations and principles

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The article examines the theoretical foundations and principles of logical-linguistic modeling as an approach that allows satisfying the information and analytical needs of industrial enterprises, including those making important business decisions both at the level of an individual enterprise and industries, the economy as a whole, thanks to the use of the achieved results of such scientific areas as computer language technologies, mathematical linguistics, artificial intelligence. The role of artificial intelligence in logical-linguistic modeling is also indicated.

Keywords: *artificial intelligence, computer language technologies, logical-linguistic modeling, mathematical linguistics, framework.*

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Features of digitalization of municipalities in the Chechen Republic

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The article reveals the features of digitalization of municipalities in the Chechen Republic. The stages of development of digitalization of municipalities are determined and the most common technological innovations in the Chechen Republic and the areas of their application are analyzed. The significance of the indicators of the use of digital technologies in organizations of the constituent entities of the Russian Federation is revealed and the dynamics of the use of information and communication technologies in organizations of municipalities of the Chechen Republic is studied. Platform solutions in the field of distributed registries that optimize the processes of digitalization of municipalities in the Chechen Republic are studied. It is concluded that the stage of the new digitalization of municipalities in the Chechen Republic is characterized by innovative and environmentally sustainable development and is becoming a key strategy for the development of urban agglomerations, representing a strategically oriented evolutionary process based on the interaction between technologies, institutions and people. The possibilities of practical application of the research results lie in the use of the generalized experience of digitalization of municipalities in the Chechen Republic by interested parties.

Keywords: *digitalization; municipalities; Chechen Republic; information systems; digital transformation strategy; digital innovative solutions; effective development.*

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Assessment of the energy efficiency of land vehicles powered by electric motors powered by batteries

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The article considers issues related to the energy assessment of vehicles, in particular, to the determination of the efficiency coefficient, which is defined for them as the ratio of the work required to move the payload to the energy expended. With the work expended on moving the load, everything is extremely clear, the difficulties with determining the amount of energy expended, especially for vehicles driven by electric motors powered by batteries. An accurate assessment of the efficiency of electric vehicles requires taking into account energy losses at various stages of the production and technological chain from the thermal power plant inclusively to traction batteries and all subsequent electromechanical losses up to the rim of the moving wheel, both element by element, individual blocks, and as a whole.

Keywords: *electric vehicle, efficiency, cargo, payload, curb weight, gross weight, energy, work.*

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Econometric modeling of average rental prices in Moscow

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The article examines the dynamics of rental prices in Moscow. A correlation analysis of the dependence of rental prices and the key rate is carried out. The forecast of the phenomenon development in 2024 is based on exponential smoothing models. In conclusion, it is concluded that it is advisable to use adaptive short-term forecasting methods to describe the complex dynamics of time series of rental prices.

Keywords: *housing market, price, rental housing, dynamics, econometrics, exponential smoothing, R programming environment.*

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Designing institutions for ensuring economic security of Russian enterprises

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The article is devoted to the analysis of institutions regulating the economic security of enterprises in modern Russia. One of the informal institutions aimed at reducing the level of threats is compliance, which is defined as a proactive form of control. The condition for the effectiveness of the institutional environment of economic security is the complementarity of formal and informal institutions.

Keywords: *Economic security of the enterprise, formal and informal institutions, threats, design of the institutional environment, compliance.*

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Development and implementation of an innovative model of medical rehabilitation

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The relevance of the study is due to the need to develop tools aimed at developing medical rehabilitation services. The object of the study is projects aimed at developing rehabilitation medicine. The result is a thesis on the need to build a rehabilitation center in the Republic of Tatarstan using public-private partnership tools.

Keywords: *medical rehabilitation services, healthcare development strategy, medical rehabilitation models, public-private partnership, national development goals, Republic of Tatarstan.*

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Evaluation of digital educational innovations at the university

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The article deals with the key aspects of digital educational innovations evaluation. In order to systematise the evaluation process, the classification of digital educational innovations into educational and technological ones is proposed, approaches to the development of evaluation criteria for each group are considered. The procedure of evaluation of digital educational innovations is described. On the example of the Institute of Distance and Additional Education of the National Research University “MPEI” the system of categorisation of digital educational resources is shown, which contributes to the improvement of their quality and stimulates developers to improve educational products.

Keywords: *digital educational innovations, classification of innovations, evaluation procedure, evaluation criteria.*

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The complexity and effectiveness of strategic planning

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The article is devoted to the study of an integrated approach to the methodology of strategic planning, including issues of its main components, as well as supporting and functional subsystems, taking into account digitalization and automation of analytical processes - the development of technology for designing a subsystem of targeted dynamic rationing, the creation of an adaptive management mechanism to adapt the strategy to changing conditions. The main components of the subsystem of targeted dynamic normalization are knowledge bases of data and information. The main components of the adaptive management mechanism are the constant study and monitoring of the environment, updating information and strategic plans, the principle of flexibility and adaptability, the analysis of problematic situations and the control process. Special attention is paid to taking into account the interests of different levels of management in order to reduce risks and quickly adapt to changes.

It is proposed to use dynamic cognitive scenarios for the analysis, accounting and forecasting of interrelations between various elementary objects of management and the formation of indicators in strategic, operational and tactical plans.

Keywords: *strategic planning, strategic management, region, management object, management structure, information, knowledge, adaptive management.*

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Strategic planning and regional development in modern conditions

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Achieving sustainable economic development in Russia and ensuring national security and sovereignty require a significant increase in the effectiveness of public administration and establish new requirements for strategic planning. The establishment of cooperation with the countries of the global south, the manifestation of new opportunities for Russia's economic development, due to its growing independence from Western countries, requires a critical reassessment of existing methodological approaches to the organization of planned work.

The scientific problem should be the specification of the methodology of strategic management, as well as the identification of effective mechanisms for its actual implementation in the real economy.

The purpose is to substantiate new methodological solutions in the context of the strategic planning process.

Among the selected models and methods, the provisions of the theory of situational management, system analysis, adaptive management theory, cognitive and logical-linguistic modeling, and others are important.

The result is a set of proposals (in the form of design technologies, standards, requirements, etc.) to improve the methodology of strategic planning, taking into account an adaptive approach and situational management.

The use of a dynamic format of knowledge representation to form the relationship between structural elements within the framework of the strategic planning process determines the scientific novelty of the research.

Keywords: *strategic planning, strategic management, region, management object, management structure, information, knowledge, adaptive management.*

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FINANCE

Financial bubbles through history and modernity

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The article considers financial bubbles as a phenomenon, the reasons for their emergence and consequences. The research methodology is based on the economic theory of the emergence of such phenomena from different epochs of world history. Historical examples of the formation of financial bubbles are given, based on which their consequences are demonstrated, such as imbalance in the financial sector, bankruptcies of banks, ruin of investors, destabilization of the economy and crises in the economy. Based on the cryptocurrency, blockchain market, the probability of formation of financial bubbles at present is investigated.

Keywords: *financial bubbles, economic crisis, speculative demand, tulip fever, dotcom bubble, mortgage crisis 2008, NASDAQ-100, subprime loans, securities, bankruptcy, financial regulation, cryptocurrency, blockchain.*

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Development of the derivatives market as a separate area of financial engineering

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The issue of development of financial instruments today is acute due to global changes in the economic space. If earlier an important criterion for choosing an investment portfolio was the benefits of the instrument, now more attention is paid to the psychology of the broker. Trends are shifting, competencies are becoming more complex, and in such periods it is important to look back to the beginning and first applications of financial instruments. To understand the problems of the derivatives market it is necessary to refer to the history of their development in the field of financial engineering. Thus, the purpose of this paper is to trace the trends of the derivatives market over time. By analyzing the derivatives market data we will make a forecast for its development in the next 10 years.

Keywords: *derivatives, financial instruments, history of derivatives market development.*

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Budgeting methods in macroeconomic instability

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The modern economy is subject to significant negative impact of financial and economic instability, and effective approaches to financial flow management involve taking into account the influence of these factors. In such conditions, traditional budgeting methods do not provide the required results. There is a growing need to develop adaptive tools that allow for a prompt response to changes in the external environment and minimize financial risks. This paper considers current budgeting methods and mechanisms for their adaptation to unstable macroeconomic conditions. Object of study: organization of a corporate budgeting system. Object of study: development of budgeting methods that ensure sustainability of financial management in unstable macroeconomic conditions. Research methods: analysis and synthesis of scientific approaches to budgeting, systems analysis, structural and functional analysis, induction, deduction, modeling. Scientific novelty of the study: the risks of budget planning in conditions of macroeconomic instability are systematized, popular budgeting methods in such conditions are presented; conceptual foundations for the formation of flexible budgeting models have been developed; tools for increasing the sustainability of the budget process and methodological recommendations for the implementation of adaptive budgeting have been proposed.

Keywords: *economic development, budgeting methods, macroeconomic instability, financial flow management, flexible budgeting models, sustainability of the budget process, implementation of adaptive budgeting.*

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Methodology of forming a ranking of environmental safety of economic regions of Russia

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The article describes the method of ranking formation, which is compiled by arranging points inside a matrix divided into four cluster zones. The coordinates of the points correspond to the values of current environmental safety indicators and prospects for its change, calculated based on non-financial and financial indicators. An environmental safety rating of Russia's economic regions has been compiled.

Keywords: *financial assessment, non-financial assessment, environmental safety coefficient, green finance, environmental safety, sustainable development, environmental safety ranking.*

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WORLD ECONOMY

Impact of Anti-Russian Sanctions on the Economies of the Baltic-Scandinavian Macroregion: “Boomerang Effect”

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The article presents the results of a study of the consequences of the anti-Russian sanctions policy for the economies of the Baltic-Scandinavian macroregion. This article analyzes the dynamics of economic cooperation indicators of the Baltic-Scandinavian macroregion with Russia from 2014 till 2023 and the dynamics of their macroeconomic indicators.

In the process of studying value chains based on the TIVA OECD database, a significant role of Russia in the creation of added value by economic sectors of the Baltic-Scandinavian macroregion, high intensity of trade up to the escalation of sanctions in 2022, as well as the dependence of a number of countries on Russian intermediate goods were revealed. The refusal of the Baltic-Scandinavian macroregion countries to cooperate economically with Russia, which occurred in the process of implementing sanctions, entailed consequences that negatively affected their economies. The “boomerang effect” of anti-Russian sanctions, which spread to the countries of the Baltic-Scandinavian macroregion as a result of the rupture of economic cooperation with Russia, was confirmed, and entailed changes in the situation on world commodity markets and the transformation of value chains. It was proven that the “boomerang effect” is expressed in the formation of stable prerequisites for an economic recession, technological backwardness and the aggravation of systemic problems in the economic and social spheres of the countries of the region. A conclusion was made about the formation of a complex negative effect with complex cause-and-effect relationships, to which the economies of the countries-initiators of the anti-Russian sanctions policy in the Baltic-Scandinavian macroregion are exposed.

Keywords: *Anti-Russian sanctions policy, macroeconomic indicators, «boomerang effect», foreign trade, value chains, Baltic-Scandinavian macroregion.*

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Adjustment of Russia's logistics routes in the context of geopolitical turbulence

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The article examines alternative logistics corridors for the purpose of restructuring Russia's foreign economic activity under sanctions. technological development of modern China. The authors present three promising areas, highlighting the potential benefits of their use. Particular emphasis is placed on the measures that need to be taken to speed up operational processes on new routes.

Keywords: *Russia, China, India, Iran, international transport corridor, route, sanctions.*

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Activities of Chinese companies in Russia under sanctions

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The article examines the development of Chinese companies in Russia under sanctions. The authors highlight the main sanctions that have a significant impact on the activities of Chinese businesses in Russia. They present strategies of Chinese companies to mitigate sanctions risks, including business diversification, localization of production, use of national currencies, crowdfunding and fintech solutions.

Keywords: *Russia, China, sanctions, risk diversification, localization of production.*

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Technological innovations in modern China: science and economy

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The article examines the issues of technological development in modern China. The authors present the main legal acts on which the state policy of innovation development is based. Particular emphasis is placed on the Chinese characteristic features of technological innovation development and the Chinese institutional environment.

Keywords: *Russia, China, technological innovation, economy, institutional environment.*

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The current state of the Azerbaijani economy and views on the reduction of the informal economy

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Economic diversification and business sector development in Azerbaijan are the main priorities of economic policy. The article examines the specifics of the development of the country's economy and expresses its attitude to the ongoing measures to reduce the volume of the informal economy. The views put forward in the article are aimed at accelerating the development of the national economy and reducing the level of the informal economy.

Keywords: *national economy, non-oil sector, business sector, informal economy, macroeconomic stability, economic regulation, legislative framework, economic reforms.*

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Russian business in the Eurasian space

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In modern conditions, the EAEU market is relevant and significant for Russian companies. The Eurasian market with 183 million people creates significant potential for Russian companies in various sectors of the economy: from manufacturing to the service sector. The EAEU market represents not only export prospects, but also opportunities for deepening integration at the level of production and distribution of goods. In the article, the authors analyze the Eurasian market for the development of Russian business, identifying its opportunities and risks. Also, in the scientific work, the authors identified the most effective forms of doing business within the framework of the Eurasian Union.

Keywords: *EAEU, cooperation, export, market, Russian business, barriers, forms of doing business.*

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Russian exports under sanctions: European vector

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The article examines the problems, trends, and prospects of Russian exports to the EU. It is concluded that under the conditions of sanctions pressure, a new model of trade relations with the EU should be formed. The main indicators of trade between Russia and the EU are analyzed. Directions in Russia's export strategy that reduce the impact of sanctions are proposed. The terminology in the field of resource studies is updated.

Keywords: *Export strategy, trade war, trade sanctions, export of goods, trade diversification, trade resources, Eurasian space, European vector, export commodity resources, resource interest.*

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Development of the Alternative Marine Fuels Market in Singapore: Marine LNG Fuel and Methanol

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The article provides an analysis of the Singapore marine fuel market for the period 2023–2024, which accounts for ¼ of all global bunker fuel sales, therefore, the results of the analysis are indicative and applicable to the assessment of the entire global bunkering market. In connection with the decarbonization of shipping and the goals of achieving zero emissions from ships by 2050 (as part of the global energy transition), it is noted that in 2024 the structure of consumption of types of marine fuels changed: from a gradual decrease in the consumption of traditional types of marine fuels to an increase in the share of environmentally friendly, alternative marine fuels, while total sales of marine fuel increased by 7%. The article considers the participants in the Singapore bunkering market and identifies the factors influencing the growth of sales of alternative types of marine fuels.

Keywords: *alternative marine fuels, bunkering, marine LNG fuel, dual-fuel vessel, bunkering tankers, decarbonization.*

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MANAGEMENT

Customer loyalty management in the corporate sector

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Relationship marketing as a concept of modern marketing is relevant not only in the market of consumer goods and services, but also requires attention from organizations and enterprises operating in the B2B market. In the article, the principles of the concept are considered in the context of building long-term economic relations with customers as the main stakeholders. The feasibility of active interaction with target customers is considered from the position of expanding their understanding of the company, its values and benefits of products and services. Customer loyalty management in the corporate sector remains one of the key aspects of modern organizations and enterprises. The loss of even one corporate client can seriously affect the development of the business of a company operating in the B2B market. The corporate sector of the market requires transparency, personalization, and a variety of motivational schemes. Marketing tools for managing customer loyalty, taking into account market specifics, deserve special attention. The article studies the satisfaction and loyalty of corporate customers with the services of a telecom operator through a survey. The satisfaction level was assessed in the main areas of the services provided, taking into account their importance for customers. The authors propose to classify various loyalty program tools for each customer segment in order to manage customer loyalty. Customer segmentation is based on profit and profitability indicators, which ensures the effectiveness of the proposed loyalty management tools.

Keywords: *corporate sector, B2B, customer satisfaction, customer loyalty, customer satisfaction and loyalty assessment, customer characteristics in the corporate sector, customer loyalty management.*

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The positive and negative sides of the strategies of state corporations

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The article defines the strategies for the development of state corporations in Russia at the present stage. The positive and negative sides of the development strategy are analyzed. Conclusions are drawn on each strategy. The relevance of the research is determined by the need for effective regulation and promotion of state-owned corporations, the definition of optimal management approaches and the development of recommendations for improving their activities. The authors analyzed open data sources obtained from the official websites of state corporations. A study of the strategies of state-owned corporations has shown that there are a number of problems that need to be taken into account when creating and implementing new development plans.

Keywords: *state corporations, strategy, economic development, innovative development, government priorities.*

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Assessment of the Quality of Internal Employee Communication through the “Five Conditions of Communication”

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The article describes a model for assessing the quality of internal communications, aiming for 100% accuracy in the reliability of information regarding the level of communication quality and the reasons that hinder reaching the maximum index value. This model allows for the creation of practical tools to enhance labor productivity and employee engagement.

Keywords: *internal communications, engagement, labor productivity, assessment model, conditions of communication.*

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Metrics used to assess the quality and effectiveness of the educational product

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The paper systematizes the main groups of metrics for assessing the quality and effectiveness of educational products. The existing approaches to measuring the performance of educational services are analyzed. The limitations of application of individual metrics, such as the index of students' loyalty and the starting salary of graduates, are revealed. A comprehensive evaluation system is proposed, including metrics of teaching quality, learning, academic performance, practical skills, knowledge acquisition, product support and trainees' involvement. The necessity of including financial and marketing indicators in the evaluation of the effectiveness of educational products is substantiated. Recommendations for the formation of a multifactor evaluation model taking into account the specifics of the educational organization are developed.

Keywords: *educational product, education quality metrics, evaluation of training efficiency, system of performance indicators, marketing metrics of education, multifactor evaluation model.*

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Strategic positioning of the educational organization

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The article considers the features of strategic positioning of an educational organization. The key factors influencing the perception of an educational institution by stakeholders are highlighted. The methods and approaches used for determining the current strategic position and planning the future one are analyzed. The article systematizes the distinctive features of the strategic positioning process typical for educational organizations, such as the importance of international communication, the role of graduates' achievements, interaction with employers, orientation on students and their parents, the importance of individual representatives of the teaching staff, dependence on state standards, emphasis on academic reputation and quality of teaching, specialization in educational programs, unique mission of human capital formation.

Keywords: *strategic positioning, educational organization, international communication, academic reputation, human capital, long-term goals.*

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Application of simulation modeling in University business process management systems

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The modern university model assumes active interaction of all interested parties (stakeholders) necessary for achieving all strategic objectives set before the higher education institution. The complexity and comprehensiveness of the solution of these problems determine the relevance of the search for a solution in the field of integration of simulation modeling systems into business process management systems of modern universities in order to create management mechanisms that are highly adaptive to institutional changes in the external environment. During the existence of universities, they have gone from a simple educational institution providing knowledge transfer to a modern communication hub implementing educational, research and innovation tasks within the framework of a multilateral platform. Business process management systems of a modern University 4.0 should be built on the basis of a process approach and intelligent business architecture, contain multiple feedbacks and delineation of strategic and dual-loop operational levels. The article proposes a concept of simulation modeling based on a digital twin of University 4.0 processes within the framework of the platform business paradigm, which allows for a multiple increase in the efficiency of decision-making and the adaptability of development strategies for both University 4.0 itself and the stakeholders within its platform.

Keywords: *management, university 4.0, multi-sided platform, simulation modeling, business processes, stakeholder.*

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Conceptual model of a digital product using the example of equipment for the HVAC automation market

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Digital products are part of the product marketing strategy, including for modern industrial companies. For them, such products include manufactured goods supplemented with IoT functionality, as well as completely new types of products, such as digital platforms, the purpose of which is to collect and analyze data from IoT equipment. In view of this, it is necessary to refine the classical concept of a product, which includes its multi-level model, so that it corresponds to new digital levels. In total, it is proposed to consider a product as consisting of 7 levels: product by design, product in real execution, product with reinforcement, connected product, local software, digital platform, set of applications.

Keywords: *Digitalization, digital platform, multi-level product model.*

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Mathematical modeling of knowledge-intensive product lifecycle management strategy development

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Introduction. The scientific article is devoted to solving the problem of developing a unified strategy for product lifecycle management, which combines many strategic solutions from the functional areas of both an individual enterprise and associations. Planning for strategic changes in the cycle should have formalization capabilities, one of the directions of which is the development of a mathematical model when analyzing many alternative options for strategic solutions.

Materials and Methods. The article discusses the theoretical foundations of the strategic product lifecycle management system from the standpoint of a structural and functional approach, and pays special attention to aspects of the cross-functional nature of enterprise ties when building interaction chains. Integrated R&D structures, whether ongoing or temporary, can be challenging to develop and implement a master PLM strategy. The article proposes a method to eliminate errors when combining alternative strategic decisions in functional areas of companies - the method of analyzing interrelated decision areas (AIDA). Excluding incompatible design solutions when constructing a general development strategy, the method cannot be tested on a large number of alternatives without an adequate mathematical model. The authors described both the method and developed its mathematical description, which simplifies the research task of finding compatible options as part of the management strategy. All possible options can be evaluated according to criteria that expand the mathematical model towards a multi-criteria analysis of the found compatible design solutions.

Results. The testing of a mathematical model for developing a strategy for managing the life cycle of high-tech products from a variety of alternative options for design solutions that are compatible and incompatible with each other, made it possible to identify 21 combinations of solutions that most fully satisfy the research criteria. Based on the mathematical model proposed by the authors, a software algorithm for selecting the optimal control strategy in a complex integrated system of interactions between organizations and enterprises can be developed.

Discussion and Conclusions. The results of the study solve the problem of incompatible combinations of strategic decisions in managing the lifecycle of high-tech products, as well as other complex processes and systems.

Keywords: *strategic management system, life cycle of knowledge-intensive products, analysis of interrelated decision areas.*

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Evolution of Strategic Management Models in the Age of Digital Economy

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The article analyzes modern transformations of approaches to strategic management caused by the influence of digitalization and technological innovations. The digital economy is characterized by a high degree of uncertainty, intensity of change and the increasing role of data, which requires a revision of traditional concepts of strategic planning. The author assesses the main stages of the evolution of strategic management models, starting with classical approaches (such as the design school and the positioning school) and ending with adaptive, hybrid and ecosystem models that meet the requirements of the digital era. Attention is paid to such aspects as the integration of digital technologies, management of volatility and uncertainty, the use of artificial intelligence and big data in strategy development, as well as the development of collaborative strategies within digital ecosystems. The article also considers the main challenges and prospects for the implementation of new approaches to strategic management, including the need to develop digital literacy of managers, transform corporate culture and adjust business models in response to technological changes.

Keywords: *strategic management, business model transformation, flexible strategies, uncertainty management, adaptive management, collaborative strategies.*

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Basic principles of formation of modern “digital retail”

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The main trend in the innovative development of modern retail is associated with its digitalization. The study of the processes of digital transformation of retail, the sequence of its development is necessary for retailers to build an effective management system for a trade organization. This article analyzes approaches to understanding the process of digitalization of retail, examines the evolution of digital transformation of retail in Russia, analyzes modern trends in the development of digital technologies. As a result of the study, the author clarified the concept of “digital retail,” systematized the stages of its development and identified the main types of retail according to the degree of digitalization of business processes, proposed a model for managing the process of digitalization of retail.

Keywords: *retail, digitalization of retail, “digital retail,” innovative development of retail.*

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Practice of using artificial intelligence technologies in domestic industry, IT sphere and banking

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The article examines the practical experience of implementing artificial intelligence technologies in Russian industrial companies. The author also analyzes the approaches of IT companies and the banking sector with a focus on the main problems that businesses face when using technologies in operational activities.

Keywords: *artificial intelligence, technologies.*

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Features of advertising campaigns in digital marketing and main metrics for assessing their effectiveness

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The key trend in the development of the modern world, which also extends to marketing activities, is digitalization. The implementation of advertising campaigns within the framework of digital marketing provides two key advantages: the ability to use advanced in-demand tools for interacting with the audience with fairly precise settings of individual parameters and significant potential for subsequent evaluation of the effectiveness of these campaigns. The paper identifies the features of advertising campaigns in digital marketing, shows the general algorithm for their implementation, provides key digital advertising channels, and defines approaches to assessing the effectiveness of advertising based on the analysis of target metrics. The object of the study is advertising activity. The purpose of the study is to characterize the potential of digitalization in the implementation of advertising campaigns. Research methods: analysis of scientific and specialized literature on digital marketing, comparative analysis, systematization, generalization, tabular and graphical constructions. Scientific novelty of the research: development of an algorithm for implementing advertising campaigns in digital marketing, proposal of a tool for assessing the effectiveness of advertising campaigns, which can be adapted for different industries and target audiences.

Keywords: *economic development, implementation of advertising campaigns, digital marketing, performance metrics, performance assessment.*

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Normative-institutional basis for strategic planning of socio-economic development of the region

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The article considers the normative-institutional bases of strategic planning of socio-economic development of the region. The totality of legislative acts and documents defining the features of the process at different levels: framework, federal, regional and local is analyzed. The functions of the main subjects of strategic planning are studied, such as the Federal Assembly, the President of the Russian Federation, the Government of the Russian Federation, the Government Commission on Regional Development, the Ministry of Economic Development, the Ministry of Finance of the Russian Federation, regional and municipal authorities. The typical algorithm of working with information in the framework of planning the development of the economy and social life of the region in the strategic perspective is considered.

Keywords: *strategic planning, socio-economic development, region, regulatory and legal framework, institutional framework, subjects of strategic planning, algorithm of working with information.*

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Mechanism of management of strategic positioning of a modern enterprise

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The article considers the mechanism of management of strategic positioning of a modern enterprise. The algorithm of strategic positioning includes seven main stages, starting with the analysis of the external environment and ending with monitoring and adjustment of the strategic plan. Achievement of the set tasks is provided by application of various methods of analysis, such as 3W-analysis, BCG matrix, McKinsey, ADL/LC, Shell/DPM, SWOT-analysis, Ansoff matrix and strategic maps. Special attention is given to communication tools and marketing efforts to improve product features, channel optimization and pricing.

Keywords: *strategic positioning, management mechanism, positioning algorithm, analysis methods, communication tools, target audience, competitive advantages, strategic plan.*

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To the issue of the influence of a company's corporate ESG-strategy on organizational identification

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The article examines the impact of ESG on organizational identification because of existing theoretical provisions. The development of tools in the form of questionnaires with assessment using Likert scale for the purpose of empirical confirmation of the hypothesis is given, and conclusions about the positive impact of corporate ESG-strategy of Russian companies on the manifestation of strong organizational identification are formed.

Keywords: *corporate ESG-strategy, organizational identification, ecology, social responsibility, corporate governance.*

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