
ECONOMIC SCIENCES

Nº1 (254)
2026

Editorial Council:

V. V. Artiakov – Doctor of Economics, Member of Russian Academy of Engineering

R. S. Grinberg – Doctor of Economics, Professor, Institute of Economy of Russian Academy of Sciences

A. G. Griaznova – Doctor of Economics, Professor, Honorary President of Financial University under the Government of the Russian Federation

N. G. Kuznetsov – Doctor of Economics, Professor, Rostov State University of Economics

V. N. Ovchinnikov – Doctor of Economics, Professor, Southern Federal University

A. A. Porokhovskii – Doctor of Economics, Professor, Moscow State University named after M. V. Lomonosov

S. N. Silvestrov – Doctor of Economics, Professor, Financial University under the Government of the Russian Federation

A. N. Shokhin – Doctor of Economics, Professor

M. A. Eskindarov – Doctor of Economics, Professor, President of Financial University under the Government of the Russian Federation

Chief Editor:

V. A. Meshcherov – Doctor of Economics, Professor

The journal is included in the list of the Higher Accreditation Committee of The Ministry of Education and Science of Russia of the leading scientific journals and publications issued in the Russian Federation, where the main scientific results of the scientific theses for the degrees of Doctor and Candidate of Science can be found

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

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

E-mail: info@ecsn.ru

WWW: <http://ecsn.ru>

Tel.: +7(995)4844669

The Certificate of registration of mass media:

ПИ № ФС77-21147 from 28.06.2005

Subscription index 20387

ISSN 2072-0858

Issue date 1.01.2026

Format 60×84/8

Printed signatures 74.4

500 copies

Printed by "24 Print" Ltd

Editorial Board:

V. A. Meshcherov – Doctor of Economics, Professor, Chief Editor of the Journal «Economic Sciences»

F. F. Sterlikov – Doctor of Economics, Professor, Moscow State University of Technologies and Management named after K. G. Razumovskiy

E. V. Zarova – Doctor of Economics, Professor, Plekhanov Russian University of Economics

A. E. Karlik – Doctor of Economics, Professor, St.-Petersburg State University of Economy and Finance

N. G. Kuznetsov – Doctor of Economics, Professor, Rostov State University of Economics

V. N. Ovchinnikov – Doctor of Economics, Professor, Southern Federal University

S. N. Silvestrov – Doctor of Economics, Professor, Financial University under the Government of the Russian Federation

A. A. Bakulina – Doctor of Economics, Professor, MGIMO University

V. A. Savinova – Doctor of Economics, Professor, Samara State University of Economics

E. N. Valiyeva – Doctor of Economics, Professor, Samara State University of Economics

G. D. Fainshtein – PhD in Economics, Tallinn University of Technology

V. A. Piskunov – Doctor of Economics, Professor, Samara State University of Economics

A. M. Petrov – Doctor of Economics, Professor, Financial University under the Government of the Russian Federation

P. V. Pavlov – Doctor of Economics, Associate Professor, Southern Federal University

O. A. Khokhlova – Doctor of Economics, Professor, East-Siberian University of Technology and Management

K. N. Ermolaev – Doctor of Economics, Professor, Samara State University of Economics

O. E. Ryazanova – Doctor of Economics, Professor, Head of the Department of Economic Theory, MGIMO University

N. V. Kuznetsov – Doctor of Economics, Financial University under the Government of the Russian Federation

V. S. Osipov – Doctor of Economics, MSU, RANEPa

CONTENTS

ECONOMIC THEORY	516
Sherysheva A. N. Wage-productivity mismatch: risks to economic security	516
Yakovleva E. A., Subkhonberdiev A. S., Shevchenko A. N. Elasticity of supply and demand: determinants of the tourist tax	517
Yusov R. I., Demina V. V. The impact of foreign economic restrictions on structural changes in the Russian economy	519
REGIONAL AND SECTORAL ECONOMY	521
Afonina E. D., Kolesnikova Yu. S. Determining the impact of digitalization on gdp and intangible capital	521
Akhmadov H. M., Suraeva M. O. Analytical and methodological features of the formation and implementation of regional innovation and investment projects	523
Agurzanain A. B. Implementation of the Unified Preferential Regime in the Far East: Institutional Analysis from the Perspective of Evolutionary Game Theory	525
Berdnikova L. F. Intellectual resources: concept and role in the formation of the resource potential of an economic entity	526
Berdnikova L. F., Manina M. V. Contents and directions for increasing the investment attractiveness of organizations.....	528
Boldyrev A. N. Large Russian companies and their intellectual assets: definition methodology and conceptual understanding	530
Boldyrev A. N. Investing in intellectual capital and competencies is a key element to company growth	531
Bolotaev R. V., Kallagova A. Kh. Current issues of interaction between external and internal audit.....	533
Yang Zhenhua, Bolonin A. I. Development and application of a comprehensive index system for assessing innovation performance of enterprises (using high-tech manufacturing as an example)	534
Dagaev A. V., Shepeleva O. P., Kalinovskiy A. V. Application of neural network technologies for cost analysis	536
Fateeva T. N., Luk'yanchenko M. S. Business analytics as a key to the competitiveness of Russian organizations.....	538

Gadzhieva P. N. Specificity of investing resources into an organization's intellectual capital	539
Gadzhieva P. N. Consequences of the impact of the crisis on the sustainable development of enterprises and the search for ways to solve problem situations	541
Gaisin A. A., Pogorelova E. V. Evaluation of the effectiveness of investment projects and problems of investment policy in the agro-industrial complex of the Republic of Tatarstan	543
Gordova M., Korshunova D. S., Titkova K. O. Integration of accounting and analytical data in management decision support systems.....	545
Gorelikova-Kitaeva O. G., Tsyganova I. Yu., Bekbayeva A. I. Ensuring the competitiveness of veterinary services in the digital economy.....	547
Khanbalaev S. Kh., Golodova Zh. G. Comparison of state support for the textile industry in the EAEU countries using the example of the fabric production sector	549
Khanbalaev S. Kh., Golodova Zh. G. The possibilities of using digitalization for the development of the textile industry	551
Kabisova L. E. The Impact of Gender Inequality on Social and Socioeconomic Stability in Russia .	553
Kobozeva E. M., Molchan A. S., Logina E. V., Gomon A. Yu. Development of the innovative platform «Prodesign»	555
Krasichev E. R., Gerasimova E. B. Algorithmic bond selection strategy using a screening tool and a system of credit-weighted metrics	557
Malyshev N. N., Karpenko Yu. A. The trajectory of peasant farms in the Russian agricultural sector: from institutionalization to digitalization.....	558
Matherova E. S., Kamalov I. R., Khasanyanov A. A., Shoinova S. S. Modern Russian state programs to solve poverty and inequality problems.....	561
Melnikova L. A. The role of intellectual capital in the development of corporate-social innovations	563
Mustafaeva S. R. The role of intellectual capital in the transformation of the Russian digital economy.....	564
Petrov A. M. Prospects and current situation of green investments in the context of implementing tasks to ensure sustainability of development.....	565
Petrov A. M. Expansion of financial instruments for the implementation of projects aimed at the sustainable development of Russian cities.....	566
Petrova O. A. Sources of financing for environmentally responsible growth and the associated economic threats: international and domestic perspectives.....	568

Petrova O. A. Study of targeted financing mechanisms for sustainable development projects.....	569
Sabitov Sh. K., Bardasova E. V. The impact of digitalization on the effectiveness of social enterprises in small and medium-sized cities	571
Sborshchikov S. B., Mazur K. E. Application of reengineering in the transformation of industrial control systems	573
Selyugina S. V. Erosion of trust in banking services following cyberattacks: mechanisms, consequences, and recovery strategies.....	575
Schneider O. V. The role of control and analytical procedures in managing a company's financial stability	576
Shtun V. A. The effectiveness of the developer's operational activities: the genesis of the conceptual framework.....	578
Suloeva S. B., Burova E. V., Kliuchareva N. S., Pishchalkin D. N. A systemic-synergetic approach to managing the efficiency of enterprise innovation activities	579
Trofimov G. A., Akberdina V. V. Digital transformation of the gas industry: an overview of approaches.....	581
Yashin S. N., Ivanov A. B., Kaparulin D. L. Target criteria for the innovative development program of a modern airline in the context of digital transformation.....	586
Yarovova T. V., Pukhaev T. S. Russia's technological sovereignty in contemporary economic and political conditions.....	588
Zubareva L. V., Sharameeva O. A., Ezhova A. D. Analysis of the strategic planning system in a budgetary institution of higher education.....	590
FINANCE	592
Bolloeva M. A., Kallagova A. K. A Comparative Analysis of Financial Control Systems in Various Countries	592
Dzagoeva M. R. Key Issues and Challenges of Tax Policy in the Russian Federation	593
Dzagoeva M. R., Gabaraeva A. A. Problems of federal budget revenue execution and its improvement	594
Islamova G. F., Shashkova T. N. Integration of Modern Technologies into Counterparty Research in Financial Investigations.....	596
Lashkov E. I. Dynamics of the Money Supply and Its Impact on Inflationary Processes in Contemporary Russia.....	598

Lazarova L. B., Gogichaev S. O. Regional taxes as a tool for forming the budget of a constituent entity of the Russian Federation in a crisis.....	600
Smirnova E. E., Konovalov A. V. Tax administration of major paymental persons – a new trend in tax bodies' control work.....	602
WORLD ECONOMY	604
Ason T. A., Serafimov N. A., Ason M. V., Sharygina E. A. Social commerce in international business	604
Budzinskaya E. Yu., Sheveleva A. V. The impact of economic sanctions on Iran's oil and gas industry: challenges and opportunities for development.....	606
Domnin D. I., Amurskaya M. A. Towards a “multipolar currency system”: mutual integration of Russian and Chinese financial systems.....	607
Gusarova S. A. The role of digitalization in the development of BRICS Plus countries.....	609
Margarita M. K., Affouet M. A. Structural and Financial Problems of the Electric Power Sector in the Uemoa Countries	610
Luo Yi, Demina V. V. Mechanism of Financial and Economic Cooperation among BRICS Member States (in the Context of Ongoing Investment Projects)	613
Makeeva S. B., Anfertieva A. A., Vasilevskaya A. A., Churilova S. V. Impact of Technological Breakthroughs on the Development of China's Innovation Economy.....	615
Plekhanova E. A., Bezverbnaya M. A. Cultural codes in shaping economic behaviors and decision-making processes.....	617
Wang Xinyu Analysis of the Characteristics and Trends in the Evolution of the Trade Structure between China and Russia	619
Urunov A. A., Mamontov A. V., Shapovalov G. A. Forming a Strategy for Regional Economic Resilience under Conditions of Geo-Economic Fragmentation: The Experience of Russia and Iran	621
MANAGEMENT	624
Aleshin D. I., Krupnov Yu. A. Evolution of the staff motivation system in organizations in competitive markets.....	624
Bauer V. V., Krupnov Yu. A. Development of an adaptive construction project management model based on a hybrid selection of agile practices.....	626

Bochkarev P. A., Krupnov Yu. A. The impact of artificial intelligence on the speed, validity and risks of management choice.....	628
Efremov A. A., Sekerin V. D., Gorokhova A. E. Transformation of socially significant processes in the digital environment: social architecture as a social elevator for young people.....	630
Gaisin G. O., Krupnov Yu. A. The role of strategic alliances and partnerships in company development.....	632
Malsagova Y. R., Krupnov Yu. A. The role of human capital in modern management.....	634
Petrova O. V., Sekerin V. D. The need to transform the modern university	636
Suzdaleva N. N. The structure of the organization's labor potential.....	637
Suzdaleva N. N. The labor potential of the organization: conceptual and terminological analysis..	638
Rakhimzhanova D. A., Vostrikov K. V. Current changes in the civil service systems in Russia, the Republic of Belarus and the Republic of Kazakhstan within the framework of the modernization of socio-economic development	639

ECONOMIC THEORY

Wage-productivity mismatch: risks to economic security

© 2026 **Sherysheva Anastasia Nikolaevna**

Candidate of Economic Sciences. Ufa University of Science and Technology, Russia, Ufa.

E-mail: sherysheva.an@ugatu.su

The article is devoted to the analysis of the dynamics of labor productivity and wage indicators. An imbalance between them in the context of global challenges, digital transformation and changes in the labor market could lead to inflationary surges, reduced profitability and competitiveness of enterprises and destabilization of the macroeconomic environment. This is becoming critically important for public policy and strategic management at the business level.

Keywords: *labor productivity, wages, inflation, investment development, economic security.*

References

1. Federal State Statistics Service. – URL: <https://rosstat.gov.ru> (visited on 01/15/2026).
2. *Kotlyar B. A.* Labor productivity and wages: the relationship and the need for growth // *Steel*. – 2015. – No. 2. – P. 75–81. – EDN UKABUX.
3. *Podleseczkaya D. S.* Labor productivity as a factor in increasing wages of key personnel of the organization // *Career guidance*. – 2021. – No. 3. – P. 8–12. – EDN LSOORC.
4. Russian government. – URL: <http://government.ru/rugovclassifier/section/2649> (visited on 01/15/2026).
5. *Samusenko S. A.* Econometric analysis of labor productivity growth factors at the country and regional levels // *Labor Economics*. – 2021. – Vol. 8, no. 8. – P. 763–784. – DOI: [10.18334/et.8.8.112834](https://doi.org/10.18334/et.8.8.112834). – EDN XHEEHK.
6. *Takmakova E. V., Zajcjev A. G., Baty'reva D. B.* The ratio of growth rates of labor productivity and wages in the Russian economy: trends and prospects // *Economic policy and financial resources*. – 2023. – Vol. 2, no. 1. – P. 56–65. – DOI: [10.53315/2949-1177-2023-2-1-56-65](https://doi.org/10.53315/2949-1177-2023-2-1-56-65). – EDN XJXSUV.
7. The impact of structural changes on the dynamics of labor productivity and wages in Russia // *Labor Economics*. – 2020. – Vol. 7, no. 10. – P. 913–932. – DOI: [10.18334/et.7.10.110940](https://doi.org/10.18334/et.7.10.110940).
8. *Vasina V. D., Danilovskix T. E.* Trends in wage changes during the economic crisis // *Basic Research*. – 2023. – No. 7. – P. 72–77. – DOI: [10.17513/fr.43484](https://doi.org/10.17513/fr.43484). – EDN SVNLVQ.
9. *Vinokurov E. F.* Dynamics of wages and economic growth: Russian realities // *Economic science of modern Russia*. – 2021. – 4(95). – P. 68–77. – DOI: [10.33293/1609-1442-2021-4\(95\)-68-77](https://doi.org/10.33293/1609-1442-2021-4(95)-68-77). – EDN GDTTPR.
10. *Zotikov N. Z.* Increased labor productivity as a condition for increasing wages // *Bulletin of Samara State Economic University*. – 2022. – 6 (212). – P. 36–45. – DOI: [10.46554/1993-0453-2022-6-212-36-45](https://doi.org/10.46554/1993-0453-2022-6-212-36-45).

Elasticity of supply and demand: determinants of the tourist tax

© 2026 **Yakovleva Elena Aleksandrovna**

Doctor of Economics, Professor, Head of the Department of World and National Economics. Voronezh State University of Forestry and Technologies named after G. F. Morozov.

E-mail: e

lena-12-27@mail.ru

© 2026 **Subkhonberdiev Alisher Sherbutaevich**

Candidate of Economic Sciences, Associate Professor of the Department of World and National Economics. Voronezh State University of Forestry and Technologies named after G. F. Morozov.

E-mail: alisher-man@mail.ru

© 2026 **Shevchenko Alexey Nikolaevich**

Candidate of Economic Sciences, Associate Professor of the Department of World and National Economics. Voronezh State University of Forestry and Technologies named after G. F. Morozov.

E-mail: al-shevc@yandex.ru

The article analyzes the key characteristics of the tourism services market – the elasticity of supply and demand, which determine the response to changes in prices, consumer incomes and other economic factors. Empirical research is related to the introduction of a tourist tax in the Voronezh Region and the need to substantiate adaptation mechanisms in effective pricing and risk management strategies.

Keywords: *elasticity of demand, elasticity of supply, tourist services market, tourist tax.*

References

1. *Belousova I. E., Bublikova R. V., Ivanova E. V.* Microeconomics : Textbook for bachelors. – 1st ed. – Moscow : Urait, 2017. – 263 p. – ISBN 978-5-9916-2973-7.
2. *Bondarenko N. E., Gromy'ko V. V., Ermolaev S. A.* Microeconomics. – Uchebnik : Infra-M, 2023. – 415 p. – ISBN 978-5-16-006111-5.
3. *Dwyer L., Forsyth P., Dwyer W.* Tourism Economics and Policy. – Multilingual Matters, 12/2020. – ISBN 9781845417338. – DOI: [10.21832/9781845417338](https://doi.org/10.21832/9781845417338).
4. *Gooroochurn N., Sinclair M.* Economics of Tourism Taxation: Evidence from Mauritius // *Annals of Tourism Research*. – 2005. – No. 32. – P. 478–498. – DOI: [10.1016/j.annals.2004.10.003](https://doi.org/10.1016/j.annals.2004.10.003).
5. *Jones P., Lockwood A.* The Management of Hotel Operations. – London : Cengage Learning, 2002.
6. *Makkonnell K. R., Bryu S. L.* Economics: Principles, Issues and Policies : Textbook : trans. from the English by. – 14th ed. – Moscow : Infra-M, 2004. – ISBN 5-16-000928-0.

7. *Me'n'kyu N. G.* Principles of Economics : trans. from the English by. – 2nd ed. – Moscow : Piter, 2003. – 623 p. – ISBN 5-94723-406-8.
8. *Nicolau J. L.* Characterizing Tourist Sensitivity to Distance // Journal of Travel Research. – 2008. – Jan. – Vol. 47, no. 1. – P. 43–52. – ISSN 1552-6763. – DOI: [10.1177/0047287507312414](https://doi.org/10.1177/0047287507312414).
9. *Nikonov I. V.* Development of the theory of optimal taxation // Taxes and taxation. – 2017. – No. 11. – P. 54–61.
10. *Palmer-Tous T., Riera-Font A., Rosselló-Nadal J.* Taxing tourism: The case of rental cars in Mallorca // Tourism Management. – 2007. – Feb. – Vol. 28, no. 1. – P. 271–279. – ISSN 0261-5177. – DOI: [10.1016/j.tourman.2005.11.015](https://doi.org/10.1016/j.tourman.2005.11.015).
11. *Singh D., Ad A.* Expectation of Employees from Hotel Industry // International Journal of Research. – 2017. – No. 4. – P. 868–872.
12. *Song H., Li G.* Tourism Demand Modelling and Forecasting // Tourism Research. – 2008. – No. 29.
13. The cities of Russia where a tourist tax will be introduced from January 1 are named / RIA Novosti. – URL: <https://ria.ru/20251218/nalog-2062803329.html>.
14. Tourist flow / Rosstat. – URL: <https://www.rosstat.gov.ru/statistics/turizm>.
15. *Zieba Y.* Tourist demand: specifics and modern trends // International Journal of Humanities and Sciences. – 2022. – 8–3(71). – P. 161–163. – DOI: [10.24412/2500-1000-2022-8-3-161-163](https://doi.org/10.24412/2500-1000-2022-8-3-161-163).

The impact of foreign economic restrictions on structural changes in the Russian economy

© 2026 **Yusov Roman Igorevich**

PhD student of the Department of Financial, Economic and Business Education. Federal State University of Education.

E-mail: romanyusov93@gmail.com

© 2026 **Demina Vera Viktorovna**

Doctor of Economic Sciences, Associate Professor, Professor of the Department of Economic Theory and Management. Moscow Pedagogical State University. Professor of the Department of Financial, Economic, and Business Education. Federal State University of Education.

E-mail: d.eminvictor@yandex.ru

The article is devoted to the analysis of the impact of foreign economic restrictions (sanctions, countersanctions, disruption of logistics and technological chains) on the structural transformation of the Russian economy in the modern period. The study covers key changes in industry proportions, the direction of trade flows, and internal production dynamics. The article examines the processes of import substitution in industry and agriculture, as well as their successes, limitations and impact on competitiveness. Particular attention is paid to the structural shift towards the raw materials and basic sectors against the background of difficulties with high-tech industries, as well as strengthening economic ties with alternative markets. The effects of constraints on the investment model, technological development, and long-term diversification potential are analyzed. The article summarizes the formation of a new economic architecture, identifying its sustainable features and key challenges.

Keywords: *constraints, economy of the Russian Federation, industry, changes, innovations, the structure of the economy, exports, imports.*

References

1. Analysis of the export structure of the Russian Federation. – URL: <https://www.braginskyoleg.com/ru/content/2025/04/22/analiz-struktury-eksporta-rossijskoj-federacii> (visited on 01/17/2026).
2. *Andreeva E. L., Karagulyan E. A.* Current trends in the development of Russian foreign trade in the context of transformation processes // International trade and trade policy. – 2025. – Vol. 11, 2 (42). – P. 104–120. – DOI: [10.21686/2410-7395-2025-2-104-120](https://doi.org/10.21686/2410-7395-2025-2-104-120).
3. *Bondarenko N. V., Arxipova V. A., Kuzneczova E. G.* The impact of sanctions on the positions of Russian commodity producers in international markets // International Scientific Research Journal. – 2025. – 9 (159). – DOI: [10.60797/IRJ.2025.159.85](https://doi.org/10.60797/IRJ.2025.159.85).

4. *Denisov D. A., Demina V. V.* Socio-economic problems of Russia in scientific research at the beginning of the 21st century // Bulletin of the State University of Education. Series: Economics. – 2025. – No. 2. – P. 6–18. – DOI: [10.18384/2949-5024-2025-2-6-18](https://doi.org/10.18384/2949-5024-2025-2-6-18).
5. Forecast of socio-economic development of the Russian Federation for 2024 and for the planning period of 2025 and 2026 / Ministry of Economic Development of the Russian Federation. – URL: https://www.consultant.ru/document/cons_doc_LAW_457874/e59d0198a6b86d35269590004bc1bb4d18c9fa29 (visited on 12/25/2025).
6. *Libman A. M.* Foreign economic conditions for Russia's development: isolation and reorientation // Questions of theoretical economics. – 2024. – 2 (23). – P. 7–18. – DOI: [10.52342/2587-7666VTE_2024_2_7_18](https://doi.org/10.52342/2587-7666VTE_2024_2_7_18).
7. *Mixajlova I. P., Stepanov E. A., Fedina E. V.* Foreign trade of the Russian Federation under sanctions pressure: analysis of commodity flows taking into account changes in the geopolitical landscape // Innovation and investment. – 2022. – No. 8. – P. 128–132.
8. *SHHepakin M. B., Ksenzova G. V.* “Chainmail” of competitiveness of a business entity as a tool for managing changes in a mobilization economy // Leadership and Management. – 2022. – Vol. 9, no. 4. – P. 933–954. – DOI: [10.18334/lim.9.4.116972](https://doi.org/10.18334/lim.9.4.116972).
9. *SHHepakin M. B., Xandamova E. F., Petrichenko G. S.* A fundamental model of marketing and behavioral adaptation of business to the conditions of mobilization orientation of the economy // Issues of innovative economics. – 2024. – Vol. 14, no. 2. – P. 503–526. – DOI: [10.18334/vinec.14.2.120761](https://doi.org/10.18334/vinec.14.2.120761).
10. Socio-economic situation of federal districts / Federal State Statistics Service. – URL: <https://rosstat.gov.ru/folder/11109> (visited on 12/24/2025).
11. *Tkachenko Y. G., Kas'kova A. A.* State and prospects for the development of Russian non-resource non-energy exports under sanctions pressure // Economics and management: problems, solutions. – 2024. – Vol. 1, 6(147). – P. 89–100. – DOI: [10.36871/ek.up.p.r.2024.06.01.012](https://doi.org/10.36871/ek.up.p.r.2024.06.01.012).
12. *Xe' M., Demina V. V., Zayakina I. A.* The influence of government policy on the sectoral structure of the economy // Bulletin of the Altai Academy of Economics and Law. – 2024. – No. 2–1. – P. 115–122. – DOI: [10.17513/vaael.3249](https://doi.org/10.17513/vaael.3249).
13. *YUsov R. I.* Analysis of the labor market and its impact on the Russian economy during the crisis : Materials of the International Scientific Conference of Young Scientists. Articles by teachers and graduate students // Science for the Benefit of Humanity 2023. – Moscow, 2023. – P. 107–115.

REGIONAL AND SECTORAL ECONOMY

Determining the impact of digitalization on gdp and intangible capital

© 2026 **Afonina Elizaveta Dmitrievna**

Postgraduate student, Department of Human Resource Management. Kazan (Volga Region) Federal University, Kazan, Russia.

E-mail: afonina.liza@yandex.ru

© 2026 **Kolesnikova Yulia Sergeevna**

Doctor of Economics, Professor. Kazan (Volga Region) Federal University, Kazan, Russia.

E-mail: hulia_k@mail.ru

This study aims to identify the relationships between the indicator of the level of digitalization and indicators of gross domestic product per capita and intangible capital. The present study examined data from 77 countries. The results of the study confirm the hypothesis that the economic situation of the population increases as a result of an increase in the level of digitalization, as well as the level of digitalization significantly affects the intangible capital in a particular country.

Keywords: *level of digitalization, digitalization, GDP per capita, correlation and regression analysis, intangible capital, innovation index.*

References

1. Denisov V. N., Kuznechixina Y. V. Industrial revolution and digitalization of the economy // MNIZH. – 2024. – 2 (140). – URL: <https://cyberleninka.ru/article/n/promyshlennaya-revolyutsiya-i-tsifrovizatsiya-ekonomiki> (visited on 07/31/2025).
2. Dinmuxametova A. A. Assessing the readiness of higher education for the transition to digital transformation (regional aspect) // Competitiveness in a global world: economics, science, technology. – 2022. – No. 11. – P. 434–436.
3. Dinmuxametova A. A. Regional aspects of assessing human resources in the context of digital transformation // Social and economic systems. Economy. – 2024. – No. 9. – P. 232–243.
4. Dorf T. V. The current state of digitalization of the economy // Economics and business: theory and practice. – 2023. – 6-1 (100). – URL: <https://cyberleninka.ru/article/n/sovremennoe-sostoyanie-tsifrovizatsii-ekonomiki> (visited on 07/31/2025).
5. Epanchinczeva K. A., Makeeva A. E., Ketova S. A. Transformation of the economy in the era of digitalization // Bulletin of Science. – 2025. – 3 (84). – URL: <https://cyberleninka.ru/article/n/transformatsiya-ekonomiki-v-epohu-tsifrovizatsii> (visited on 07/25/2025).

6. *Epanchinczeva K. A., Makeeva A. E., Ketova S. A.* Transformation of the economy in the era of digitalization // Bulletin of Science. – 2025. – 3 (84). – URL: <https://cyberleninka.ru/article/n/transformatsiya-ekonomiki-v-epohu-tsifrovizatsii> (visited on 07/31/2025).
7. *Fajzraxmanova Y. R., Sulyukmanova A. D., Ivanova S. I.* Digitalization of the economy: opportunities, advantages and challenges // Bulletin of Science. – 2025. – 5 (86). – URL: <https://cyberleninka.ru/article/n/tsifrovizatsiya-ekonomiki-vozmozhnosti-preimuschestva-i-vyzovy> (visited on 07/25/2025).
8. GDP per capita (current US\$) / World Bank. – URL: <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD> (visited on 07/25/2025).
9. Global Digitalization Index (GDI) 2024 / Huawei. – URL: <https://www.huawei.com/en/gdi> (visited on 07/25/2025).
10. Global innovation index / WIPO. – URL: <https://www.wipo.int/en/web/global-innovation-index> (visited on 07/31/2025).
11. *Povolyan A. V., Sinicy'na K. I.* Strategic planning for economic development in the context of digitalization: tools, methods, methods : monograph. – Moscow : Magistr: Infra-M, 2025. – 304 p.
12. *Sulimova E. A., Sulimov N. Y.* Key vectors of economic digitalization // Innovation and investment. – 2023. – No. 10. – URL: <https://cyberleninka.ru/article/n/klyuchevye-vektory-tsifrovizatsii-ekonomiki> (visited on 07/31/2025).
13. The impact of digitalization on the economy / G. K. Aky'eva [et al.] // Science symbol. – 2024. – No. 11-1-1. – URL: <https://cyberleninka.ru/article/n/vliyanie-tsifrovizatsii-na-ekonomiku> (visited on 07/31/2025).

Analytical and methodological features of the formation and implementation of regional innovation and investment projects

© 2026 **Akhmadov Hamzat Magomedovich**

Postgraduate student. Samara State University of Economics.

E-mail: ahmadovxm@gmail.com

© 2026 **Suraeva Maria Olegovna**

Doctor of Economics, Professor, Vice-Rector for Educational Activities. Samara State University of Economics.

E-mail: marusyasuraeva@mail.ru

The article examines the analytical and methodological features of the formation and implementation of regional innovation and investment projects as a key mechanism for sustainable economic development of territories in the context of technological sovereignty and digital transformation. The article analyzes the theoretical foundations of projects (definitions by Schumpeter, Porter, Abalkin, Knysh), pre-project analysis tools (PESTLE, SWOT, NPV/IRR, Monte Carlo), as well as empirical cases (Zhiguli Valley, Innopolis), taking into account regional factors (using the example of the Samara region). Special attention is paid to the development of an integrated lifecycle model (IDEFO, Agile, BSC) and recommendations on risk management, digitalization (1C, blockchain) and attracting investments through PPP.

The relevance of the study is due to the need to increase the effectiveness of regional projects within the framework of the national projects of the Russian Federation 2024–2030 and the Federal Target Program for Technological Sovereignty, where 25–30% of initiatives do not reach their targets due to weak analytics and methodology (Rosstat data 2020–2025). The work is based on system analysis, business process modeling and comparative methods.

The aim is to identify the analytical and methodological features of the formation and implementation of projects with the development of an integrated model that increases ROI by 20–25% and reduces risks by 30%.

The object of the research is regional innovation and investment projects, the subject is analytical tools and methods of their implementation.

The results show that the integrated model with AI forecasting and a focus on HR/aviation innovations (for Samara) provides stress tolerance, adaptability to sanctions and increased investment attractiveness. This scientific contribution is of practical importance for regional administrations, foundations and businesses, contributing to the implementation of national projects and strengthening the technological autonomy of the Russian Federation.

Keywords: regional projects, innovations, investments, analytical methods, implementation methodology, SWOT analysis, Monte Carlo, digital transformation.

References

1. Analysis of the effectiveness of regional innovation projects / Y. D. Gel' [et al.] // Bulletin of SUSU. Series "Computer technologies, control, radio electronics". – 2025. – Vol. 25, no. 1. – P. 108–115. – DOI: [10.14529/ctcr250109](https://doi.org/10.14529/ctcr250109).
2. Barnagyan V. S., Sinyuk T. Y. Features of regional innovations. Components of Scientific and Technological Progress. – 2023.
3. Creating value from diverse knowledge in Megaproject Innovation Ecosystems / Z. Jin [et al.] // International Journal of Project Management. – 2022. – Vol. 40, issue 6. – P. 646–657.
4. Dabiev D. F., CHul'dum A. F. Assessment of the investment potential of a region with a predominantly mineral resource orientation under various scenarios for the development of mineral resources // Basic Research. – 2020. – No. 12. – P. 57–62.
5. Gor'kij A. S., Xorol'skaya T. E., Musaeva B. M. Methodological tools for assessing regional innovation systems // EGI. – 2024. – 2 (52). – URL: <https://cyberleninka.ru/article/n/metodicheskiy-instrumentariy-otsenki-regionalnyh-innovatsionnyh-sistem>.
6. Kudina M. V., Galkin I. V., Ryzhov V. V. The influence of the regional investment environment on the management of the development of financial culture in Russia // Bulletin of Moscow University. Episode 21. Management (state and society). – 2025. – Vol. 22, no. 3. – P. 3–43.
7. Makarenko B. V. The impact of the functioning of agro-industrial technology parks on the economic development of regions : Materials of the IV All-Russian (national) scientific and practical conference // Digital technologies in state and municipal management of territorial development and economics: new conceptual approaches. – 2024. – P. 140–148.
8. Nev'yanczeva L. S. Assessing the quality of the regional investment environment in the context of ensuring the technological sovereignty of the economy // Management consulting. – 2024. – No. 4. – P. 86–103.
9. Nev'yanczeva L. S., Akberdina V. V. A methodological approach to assessing the effectiveness of the implementation of regional investment policy in the context of ensuring the technological sovereignty of the economy // Problems of territory development. – 2025. – Vol. 29, no. 3. – P. 38–58.
10. P'yankova S. G., Bajzhanova L. A.-N. Methodological possibilities for assessing the investment potential of Russian regions in conditions of economic uncertainty // Problems of territory development. – 2025. – Vol. 29, no. 6. – P. 45–65. – DOI: [10.15838/ptd.2025.6.140.4](https://doi.org/10.15838/ptd.2025.6.140.4).
11. Wang J. Drivers of the Sustainable Development of Agro-industrial Parks: Evidence from Jiangsu Province, China // SAGE Open. – 2022. – 12(4). – DOI: [10.1177/21582440221144415](https://doi.org/10.1177/21582440221144415).
12. YAkimova V. A., Ermakova Z. A., Ve'j F. Factors of investment attractiveness of Russian regions for Chinese investors // Economy of the region. – 2025. – 21(3). – P. 817–834. – DOI: [10.17059/ekon.reg.2025-3-17](https://doi.org/10.17059/ekon.reg.2025-3-17).

Implementation of the Unified Preferential Regime in the Far East: Institutional Analysis from the Perspective of Evolutionary Game Theory

© 2026 **Ayurzanain Ayur Biliktoevich**

Candidate of Economic Sciences, Associate Professor. East Siberia State University of Technology and Management, Russia, Ulan-Ude.

E-mail: ayurza9@yandex.ru

The article substantiates the economic efficiency and inevitability of transitioning from a fragmented system of preferential regimes (Territories of Advanced Development (TAD), Free Port of Vladivostok (FPV), Arctic Zone of the Russian Federation (AZRF)) to the Unified Preferential Regime (UPR) in the Far East and Arctic territories. The study employs tools from evolutionary game theory to model investor behavior amid institutional transformation. A replicator dynamics model is used to assess the stability of strategies for selecting tax regimes. The empirical base includes data from the 2024 annual reports of JSC “ERDC” and results of panel analysis of regional disparities.

It is proven that the existing regime architecture has reached its efficiency limit due to high administrative transaction costs. The UPR is shown to be an evolutionarily stable strategy (ESS) provided that the synergistic effect of unification (previously estimated via coefficient) outweighs adaptation costs. The findings demonstrate that implementing the UPR is mathematically justified as a means of minimizing “institutional friction” and accelerating the investment cycle.

Keywords: *unified preferential regime (UPR), Far East, evolutionary game theory, replicator dynamics, transaction costs, ERDC, institutional efficiency.*

References

1. *Ayurzanajin A. B.* Preferential regimes as institutions for smoothing out disproportions in the regional development of the Far East // Bulletin of Buryat State University. – 2026. – No. 1. – P. 45–52.
2. Corporation for the Development of the Far East and Arctic (JSC). Annual activity report 2024. – URL: <https://erdc.ru/about/reports> (visited on 12/18/2025).
3. *Izotov D. A.* Institutional rents and preferential regimes in the Russian Far East // Spatial economics. – 2022. – Vol. 18, no. 2. – P. 35–60.
4. *Kouz R.* Firm, market and law. – Moscow : Novoe izdatel'stvo, 2007. – 224 p.

5. *Minakir P. A.* “Turn to the East” in the coordinates of the Russian spatial economy // *Spatial economics*. – 2023. – Vol. 19, no. 3. – P. 7–32.
6. *Nort D.* *Institutions, institutional change and economic performance*. – Moscow : Nachala, 1997. – 180 p.
7. *Polterovich V. M.* *Institutional traps and economic reforms* // *Economics and mathematical methods*. – 1999. – Vol. 35, no. 2. – P. 3–20.
8. *Popov E. V., Vlasov M. V.* *Institutional pitfalls of digitalization of public administration* // *Manager*. – 2020. – Vol. 11, no. 1. – P. 15–29.
9. *Smith J. M.* *Evolution and the Theory of Games*. – Cambridge : Cambridge University Press, 1982. – 224 p.
10. *Weibull J. W.* *Evolutionary Game Theory*. – Cambridge : MIT Press, 1995. – 265 p.

Intellectual resources: concept and role in the formation of the resource potential of an economic entity

© 2026 **Berdnikova Leyla Farkhadovna**

PhD (Economics), associate professor of the Department of Business Analytics. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: bleylaf@mail.ru

The current stage of economic development is associated with new technologies, digital transformation, and expanding innovative capabilities. Intellectual labor and scientific and technological progress necessitate the development of methods for assessing and identifying ways to improve the efficiency of intellectual resources. This study examines approaches to defining intellectual resources and identifies their impact on the development of an economic entity and the formation of its resource potential. The purpose of this article is to explain the concept of intellectual resources and define their role in shaping the resource potential of an economic entity.

Keywords: *intellectual resources, knowledge, resource potential, intellectual potential, economic entities.*

References

1. *Dmitriev N. D., Zajczev A. A.* Information capital as part of the intellectual capital of an enterprise // *Economic Sciences*. – 2021. – No. 205. – P. 34–38.
2. Efficiency of the Russian economy / Rosstat. – URL: <https://rosstat.gov.ru/folder/11186> (visited on 01/21/2026).
3. *Gosteva O. V., Akent'eva E. I.* Intellectual resources as the basis of an organization's intellectual capital // *International Scientific Research Journal*. – 2015. – 6 (37). Part 3. – P. 34–35.
4. *Gosteva O. V., Akent'eva E. I.* Methods for analyzing intellectual capital // *International Scientific Research Journal*. – 2015. – 6 (37). Part 3. – P. 37–40.

5. *Il'chenko S. V., Dubanevich L. E., Rokov A. I.* Formation of the intellectual potential of an enterprise based on human resource management // *Management accounting*. – 2021. – No. 6–3. – P. 872–880.
6. Intellectual resources of Russian small businesses: direct and indirect impact on operating results / K. M. Xardon [et al.] // *Journal of Economic Theory*. – 2019. – Vol. 16, no. 1. – P. 75–90.
7. *Kalina I. I.* Efficient use of intellectual resources // *Economic Sciences*. – 2010. – 9 (10). – P. 61–64.
8. *Levchenko L. V., Karpenko O. A.* Development of the theory of human and intellectual capital in historical retrospect // *News of the Samara Scientific Center of the Russian Academy of Sciences. Social, humanities, medical and biological sciences*. – 2021. – Vol. 23, no. 81. – P. 73–81.
9. Management of intellectual resources of innovatively active enterprises / A. E. Karlik [et al.]. – SPb. : SPbGE'U, 2013. – 167 p.
10. *Masy'ch M. A.* Technologies for using intellectual resources in the context of the need to increase labor productivity in the digital economy // *Issues of innovative economics*. – 2019. – Vol. 9, no. 4. – P. 1443–1458.
11. *Merzlikina G. S.* Research on Intellectual Capital for Smart Manufacturing // *Strategic management of the development of the digital economy based on smart technologies* / ed. by A. V. Babkin. – SPb., 2021. – P. 389–423.
12. Order of the Government of the Russian Federation of May 20, 2023 No. 1315-r On approval of the Concept of technological development for the period up to 2030.
13. *Sajchenko O. A., Plis K. S., Makarenko E. A.* Intellectual capital and innovation: features of economic interrelation and management // *Economics and management: problems, solutions*. – 2024. – Vol. 4, 2 (143). – P. 144–149.
14. Science, innovation and technology / Rosstat. – URL: <https://rosstat.gov.ru/statistics/science> (visited on 01/21/2026).
15. *Silkin V. V., SHarkov F. I., Kireeva O. F.* Investments in human capital: intellectual, organizational and physical resources // *Communicology*. – 2023. – Vol. 11, no. 3. – P. 123–134.
16. *Sineva N. L., YAshkova E. V., Bugara D. A.* Intellectual resources as the basis for the development of an innovative enterprise // *Innovative economy: prospects for development and improvement*. – 2018. – 3 (29). – P. 135–141.
17. *Urmina I. A.* Quality management of intellectual resources: sociocultural aspect // *Quality and life*. – 2023. – 4 (40). – P. 25–29.

Contents and directions for increasing the investment attractiveness of organizations

© 2026 **Berdnikova Leyla Farkhadovna**

PhD (Economics), associate professor of the Department of Business Analytics. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: bleylaf@mail.ru

© 2026 **Manina Marina Vladimirovna**

PhD (Economics), associate professor of the Department of International Finance and Accounting. St. Petersburg University of Management Technologies and Economics, Russia, St. Petersburg.

E-mail: m-manina@yandex.ru

An organization's investment attractiveness is an important indicator of its successful development and investor interest in investing. Understanding the factors that influence this level allows for timely development of measures to enhance investment attractiveness. The purpose of this article is to examine the concept of an organization's investment attractiveness and to develop key areas for improving it. This study explores the essence of an organization's investment attractiveness and identifies the key external and internal factors that can influence it. As a result, areas for enhancing an organization's investment attractiveness have been identified.

Keywords: *investment attractiveness, investments, investor, development, organization, investment attractiveness of organizations.*

References

1. *Aliiev E. G., Voejkova O. B., Ery'gin Y. V.* Investment attractiveness of an enterprise: concept and methods of assessment : Collection of materials from the VII International Scientific and Practical Conference dedicated to Cosmonautics Day. In 3 volumes // Current problems of aviation and astronautics. – Krasnoyarsk, 2021. – P. 308–309.
2. *Chan T. X.* Factors and conditions for the company's investment attractiveness : Materials of the VII International Scientific and Practical Conference // Current issues in economic theory: development and application in practice of Russian transformations. – 2018. – P. 169–172.
3. *Izmajlova L. N., Demchenko T. S.* Comparative analysis of approaches to defining the concept of "investment attractiveness" : Materials of the All-Russian Scientific and Practical Conference dedicated to the 50th anniversary of the formation of the Department of Economic Analysis, Statistics and Applied Mathematics // Current issues of sustainable development of the agro-industrial complex and rural areas. – 2018. – P. 17–21.

4. *Makarova O. A., Molchanov V. S.* The essence and content of the concept of “investment attractiveness of enterprises” : Materials of the XV International Scientific and Practical Conference // Management of economic systems. – Chita, 2021. – P. 36–42.
5. *Marchenko T. K., Lazarev M. P.* Investment attractiveness of a company: scientific approaches to defining the concept // Economic Sciences. – 2024. – No. 233. – P. 117–121.
6. *Pentegov S. I.* The essence and concept of investment attractiveness // Management of economics, systems, processes. Collection of articles of the VII International Scientific and Practical Conference. Penza. – 2023. – P. 452–456.
7. *Petrov A. M.* Analysis of business activity: main problems and ways to solve them // Economic Sciences. – 2024. – No. 238. – P. 170–173.
8. *Petrov A. M.* On the issues of investment value of modern companies and the features of this analysis // Economic Sciences. – 2024. – No. 239. – P. 300–303.
9. *Polenov D., Milovidova S. N.* Methods for assessing the investment attractiveness and competitiveness of a corporation // Economic Sciences. – 2025. – No. 243. – P. 451–457.
10. *Safronova O. N., Komissarova E. V., Mizyurkina L. A.* Investment attractiveness of a modern organization, factors for increasing it // Economics and Entrepreneurship. – 2023. – 6 (155). – P. 861–868.
11. *SHnajder O. V., Mixalyonok N. O., Sebrinya A.* Factors that determine and influence the investment attractiveness of modern organizations // Karelian scientific journal. – 2021. – Vol. 10, 2 (35). – P. 30–32.
12. *Smagina M. N., Moskalenko N. V., Nevzorova N. A.* The concept, essence and methods of assessing the investment attractiveness of an enterprise in modern economic conditions // Scientific notes of the Russian Academy of Entrepreneurship. – 2023. – Vol. 22, no. 1. – P. 25–31.
13. *Vasil'ev I. V., Samsonov A. V.* Methodological approaches to assessing the investment attractiveness of organizations // Baltic Economic Journal. – 2020. – 1 (29). – P. 20–26.
14. *YAlunina E. N., Matveeva A. I., Poty's'ev O. N.* Scientific and methodological approaches to assessing the investment attractiveness of organizations in the field of waste treatment and disposal // Basic Research. – 2025. – No. 7. – P. 126–133.

Large Russian companies and their intellectual assets: definition methodology and conceptual understanding

© 2026 **Boldyrev Aleksey Nikolaevich**

Senior Lecturer, Department of Business Analytics, Faculty of Taxes, Audit and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: aboldyrev@fa.ru

Global trends indicate a rapid rise in companies across various economic sectors relying on intelligent management mechanisms. This circumstance underscores the growing relevance of issues related to identifying intelligent methods for strengthening the financial stability of business structures. The Russian innovation sector is characterized by exponential growth, surpassing the achievements of previous periods. This article includes an analysis of existing interpretations of the concept of “intellectual capital,” which resulted in the development of a unique definition of this term. The choice of research direction and its substantive content were determined by the importance of the issues under consideration, combined with the significant applied value of developing intellectual components in business structures directly dependent on intellectual capital.

Keywords: *intellectual capital, asset, company, method, calculation.*

References

1. Galimova F. F., Aleshkina O. V. Structure of intellectual capital // Journal U. Economics. Control. Finance. – 2020. – 2(20). – P. 320–324.
2. Gerasimova E. B., Kevorkova Z. A., Krishtaleva T. I. Assessment of the effectiveness of development of the Arctic zone of the Russian Federation. – Moscow : Sputnik+, 2024. – 347 p. – ISBN 978-5-9973-6831-9. – EDN KBQQYU.
3. Golubeczkaya N. P., Ushakova E. V., Chirkova T. V. Organizational structures for managing innovation activities of Russian regions in modern geopolitical conditions : Materials of the international scientific and practical conference. Saint Petersburg // Current problems of management: new methods and technologies of management in the regions. – 2020. – P. 28–31.
4. Muxarramova E. R., Ustinova L. N. Intellectual capital of the largest Russian enterprises: interpretation, identification algorithm // Issues of innovative economics. – 2025. – Vol. 15, no. 1. – P. 257–270. – DOI: [10.18334/vinec.15.1.121729](https://doi.org/10.18334/vinec.15.1.121729).
5. Petrova O. A. Analysis of the development of the Arctic special economic zone: theory and practice // Russian Journal of Management. – 2022. – Vol. 10, no. 2. – P. 295–304. – EDN FEVYFV.

6. Petrova O. A. Application of neural network modeling to analyze the effectiveness of business decisions // Russian Journal of Management. – 2024. – Vol. 12, no. 3. – P. 323–329. – DOI: [10.29039/2409-6024-2024-12-3-323-329](https://doi.org/10.29039/2409-6024-2024-12-3-323-329). – EDN EUBWUC.
7. Petrova O. A. Improving the system of statistical indicators for interregional analysis of economic growth of Russian regions // Russian Economic Bulletin. – 2024. – Vol. 7, no. 1. – P. 386–396. – EDN VCFFLU.
8. Petrova O. A. Involving people with entrepreneurial potential and motivation to create their own business in entrepreneurial activities // Economics and Law Issues. – 2023. – No. 185. – P. 163–165. – DOI: [10.14451/2.185.163](https://doi.org/10.14451/2.185.163). – EDN QUGHSE.
9. Petrova O. A. Methodological basis for statistical research of economic growth of territorial units // Economic Sciences. – 2023. – No. 227. – P. 113–115. – DOI: [10.14451/1.227.113](https://doi.org/10.14451/1.227.113). – EDN JJWYEQ.
10. Ustinova L. N., Ustinov A. E., Salaxov R. L. Evolution of views on the development of the term intellectual capital // Creative economy. – 2023. – No. 1. – P. 55–70. – DOI: [10.18334/ce.17.1.116773](https://doi.org/10.18334/ce.17.1.116773).

Investing in intellectual capital and competencies is a key element to company growth

© 2026 **Boldyrev Aleksey Nikolaevich**

Senior Lecturer, Department of Business Analytics, Faculty of Taxes, Audit and Business Analysis.
Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: aboldyrev@fa.ru

Large businesses and corporations often underestimate the importance of funding educational programs for their employees, although such investments can yield significant benefits for society as a whole. Employees' knowledge, professional skills, and accumulated practical experience become key resources for an organization. Proper use of intellectual capital opens up additional opportunities for profit growth. In the current economic climate, Russian businesses are striving to find tools to enhance competitiveness and optimize performance. This study examines the factors hindering organizations' active investment in human resource development and demonstrates the prospects offered by funding the intellectual growth of their employees.

Keywords: *economics, investment, intelligence, capital, financing.*

References

1. Barilenko V. I., Gerasimova E. B., Nikiforova E. V. Study of the problems of preparing financial statements of Russian organizations in the context of digitalization of the economy. – Moscow : CZentrkatalog, 2025. – ISBN 978-5-907825-16-1. – EDN XTEDIU.

2. *Borovskix N. V., Kipervar E. A.* Personnel policy of the enterprise: prospects for formation in the conditions of digitalization of the economy // Bulletin of the Belgorod University of Cooperation, Economics and Law. – 2019. – Vol. 77, no. 4. – P. 223–233.
3. *Degles X. S. M., Kel'chevskaya N. R.* An approach to investing in intellectual capital of a manufacturing company based on value creation models // Economics in industry. – 2021. – Vol. 1, no. 1. – P. 1–19.
4. *Gerasimova E. B., Kevorkova J. A., Krishtaleva T. I.* Evaluation of the effectiveness of the development of the Arctic zone of the Russian Federation. – Moscow : Sputnik+, 2024. – 347 p. – ISBN 978-5-9973-6831-9. – EDN KBQQYU.
5. *Gerasimova E. B., Nikiforova E. V., Petrov A. M.* Methods of analytical support for assessing the functioning of special economic zones. – Moscow : Sputnik+, 2023. – 316 p. – ISBN 978-5-9973-6588-2. – EDN BOPMDE.
6. *Gimpel'son V. E., Avdeeva D. A. i. d.* Labor productivity and Russian human capital: paradoxes of relationship? // Report to the XXII April International Scientific Conference on Problems of Economic and Social Development. – Moscow : Vy'sshaya shkola e'konomiki, 2021.
7. *Petrov A. M., Mel'nikova L. A., Petrova O. A.* Accounting as an area of coordination of interests of the state and business // Economics and Law Issues. – 2023. – No. 183. – P. 101–106. – DOI: [10.14451/2.183.101](https://doi.org/10.14451/2.183.101). – EDN UOFHJL.
8. *Petrova O. A.* Data quality issues and their impact on business analytics results // Russian Journal of Management. – 2025. – Vol. 13, no. 10. – P. 110–118. – DOI: [10.29039/2500-1469-2025-13-10-110-118](https://doi.org/10.29039/2500-1469-2025-13-10-110-118). – EDN JIHCAT.
9. *Remizov Z. I., Pely'mskaya I. S.* Investments in intellectual capital as a factor in enterprise development : collection of reports of the international conference of students and young scientists (Ekaterinburg, April 22–26, 2025) // . – Ekaterinburg : Azhur, 2025. – P. 910–914.
10. Strategies for investing in technological development and human capital in the context of digitalization of the economy : monograph / I. M. CHernenko [et al.]. – Moscow : Pervoe e'konomicheskoe izdatel'stvo, 2023. – 268 p.

Current issues of interaction between external and internal audit

© 2026 **Bolotaev Ruslan Vladislavovich**

Student. Vladikavkaz branch of the Financial University under the Government of the Russian Federation.

E-mail: bollati05@mail.ru

© 2026 **Kallagova Anna Khazbievna**

PhD in Economics, Associate Professor, Department of Economics and Finance. Vladikavkaz branch of the Financial University under the Government of the Russian Federation.

E-mail: annakallagova@yandex.ru

This article examines current issues of interaction between external and internal audit in the current economic environment. Key barriers to effective collaboration, such as duplication of functions, insufficient communication, and legal uncertainty, are discussed. The author offers practical recommendations for optimizing the collaboration of audit services to improve the reliability of the internal audit system and the quality of external audit.

Keywords: *external audit, internal audit, interaction, problems, internal control system, efficiency, coordination, audit activity.*

References

1. *Akulich M.* Internal, external audit of the company and computer audit technique (CAAT). – Moscow : Izdatel'skie resheniya, 2021. – 50 p.
2. *Bry'kin K. I.* Legal regulation of internal control and audit in financial development institutions // Banking Law. – 2020. – No. 5. – P. 63–68.
3. *Dombrovskaya E. N., SHal'nev M. P.* Problems of interaction between internal and external audit // Bulletin of the Academy of Knowledge. – 2025. – 5 (70). – P. 144–146.
4. Federal Law “On Auditing” dated December 30, 2008 No. 307-FZ (latest edition).
5. Federal Law No. 402-FZ dated December 6, 2011 (as amended on July 26, 2019) “On Accounting”.
6. *Generalova N. V., Guzov Y. N., Sobolevaris G. V.* Digitalization of accounting and auditing: evolution of technology, Russian experience and development prospects // Finance and business. – 2021. – No. 4. – P. 63–80.
7. Ministry of Economic Development of the Russian Federation. – URL: <http://www.economy.gov.ru>.
8. Ministry of Finance of the Russian Federation. – URL: <https://minfin.gov.ru>.
9. Rosfinnadzor. – URL: <https://fedsfm.ru>.
10. *Smirnova O. V., Kopejkina A. D.* Comparative characteristics of internal and external audit // Scientific Leader. – 2025. – 23 (224). – P. 267–270.

Development and application of a comprehensive index system for assessing innovation performance of enterprises (using high-tech manufacturing as an example)

© 2026 **Yang Zhenhua**

Graduate student. Patrice Lumumba Peoples' Friendship University of Russia, Moscow.

E-mail: yangzhenhua17778@163.com

© 2026 **Bolonin Alexey Ivanovich**

Professor, Doctor of Economics. Patrice Lumumba Peoples' Friendship University of Russia, Moscow.

E-mail: danrotten@yandex.ru

The aim of this study is to develop a comprehensive system for assessing the innovation performance of enterprises in the high-tech sector. In writing this article, the author applied the following research methods: analytic hierarchy processes and entropy weights to construct an integrated index encompassing five key dimensions of innovation activity. Using data from enterprises in China and Russia, an empirical analysis was conducted, including correlation and regression analysis. The main results obtained during the study demonstrate the high discriminatory power of the developed indicator system and confirm a significant relationship between the components of the innovation process and the companies' financial performance. The toolkit developed by the author enables a comprehensive assessment of the innovative potential of enterprises and can be used by management for strategic planning, regulators for industrial policy formulation, and investors for assessing the prospects of companies.

Keywords: *innovation assessment, composite indicator system, high-tech manufacturing, analytic hierarchy process, entropy scale method, enterprise innovation.*

References

1. *Burdina L., Butorina O.* The influence of the processes of formation and development of ICT on the dynamics of production volumes // *Economic policy.* – 2024. – Vol. 19, no. 1. – P. 92–125.
2. *Domnich E. L.* Assessment of the parameters of the development trajectory of technological innovations in the industry of Russian regions // *Economy of the region.* – 2024. – Vol. 20, no. 4. – P. 993–1007.
3. *Grigorenko D. V.* Application of a comprehensive assessment of the effectiveness of economic activities to develop proposals for enterprise development // *Scientific thought vector.* – 2024. – 12(17). – P. 339–344.

4. *Kerosinskij A. V.* Using multi-criteria analysis to assess the innovative activities of small enterprises // Innovation activities. – 2025. – 2(73). – P. 5–17.
5. *Kolumbet E. V.* Models and tools for assessing and analyzing the innovative activities of an enterprise // Bulletin of Science. – 2025. – Vol. 1, 11(92). – P. 696–707.
6. *Korotkov S. V.* Application of a complex indicator for assessing and improving the quality of products of an industrial enterprise // Economics and management: problems, solutions. – 2025. – Vol. 9, 6(159). – P. 50–56.
7. *Krasnov K. I., Krasnov A. I.* Comprehensive assessment of the effectiveness of innovative activities of enterprises // Current scientific research in the modern world. – 2020. – 6–3(62). – P. 174–176.
8. *Maly'xina I. O., Seroshtan M. V., Petruk I. V.* Innovative abilities in the system for assessing the effectiveness of innovative activities of industrial enterprises // Science and Humanities Studies. – 2025. – 3(59). – P. 322–332.
9. *Muzalev S. V., Abdikeyev N. M., Obolenskaya L. V.* Improving the system of criteria for assessing the effectiveness of Russian industrial policy in the context of sanctions pressure // Finance: theory and practice. – 2025. – Vol. 29, no. 4. – P. 6–18.
10. *SHoty'lo D. M.* Application of regression analysis to assess the risks of enterprise activities // Ecominfo. – 2025. – Vol. 20, no. 1. – P. 44–51.
11. *Sklyarov A. E.* System of indicators for assessing the innovative activities of knowledge-intensive enterprises // Economics and management: problems, solutions. – 2021. – Vol. 2, 7(115). – P. 15–23.
12. *Tret'yakova V. A., Sapozhnikova M. A., Voronova A. S.* Development of a system of indicators for assessing the sustainable development of an enterprise // Bulletin of the Academy of Knowledge. – 2023. – 1(54). – P. 245–249.
13. *Xussejn M. A. X.* Assessing the innovation climate as a way to reduce the risks of an enterprise's innovation activities // Kant. – 2024. – 3(52). – P. 142–147.
14. *Xussejn M. A. X.* Development of an integral methodology for assessing innovative risks of an enterprise: theoretical justification and application algorithm // Economic development of Russia. – 2025. – Vol. 32, no. 8. – P. 70–76.

Application of neural network technologies for cost analysis

© 2026 **Dagaev Alexander Vladimirovich**

Candidate of Technical Sciences, Associate Professor, Department of Information and Industrial Technologies (Department 2). Ivangorod Humanitarian and Technical Institute (branch of GUAP).
E-mail: adagaev@list.ru

© 2026 **Shepeleva Olga Petrovna**

Candidate of Agricultural Sciences, Associate Professor of the Department of Business Informatics. Financial University under the Government of the Russian Federation, St. Petersburg branch.
E-mail: opshepeleva@fa.ru

© 2026 **Kalinovsky Andrey Valentinovich**

Candidate of Economic Sciences, Associate Professor, Department of Business Informatics. Financial University under the Government of the Russian Federation, St. Petersburg branch.
E-mail: avkalinovskij@fa.ru

This paper presents an integrated approach to forecasting stock prices, combining methods of technical analysis and analysis of the tonality of news and social text. Data preprocessing is used, including cleaning, normalization and generation of characteristics, on the basis of which time series are built. To simulate the time dynamics of prices, the Long Short-Term Memory (LSTM) recurrent neural network is used, which is optimal for capturing long-term dependencies on financial time series. To assess market sentiment and news background, modern transformer models BERT (Bidirectional Encoder Representations from Transformers) and GPT (Generative Pre-trained Transformer) are used, which allow you to extract and classify the tonality of text that affects market movement. The calculation also includes widely used technical indicators: moving average (SMA), convergence/divergence of moving averages (MACD), relative strength index (RSI), average true range (ATR) and others that expand the features of the technical analysis model. The integration of these sources and methods improves the accuracy and reliability of forecasts, as demonstrated by historical stock market data. The results show the potential of combined models to support investment decisions and risk management.

Keywords: *neural network models, dataset, forecasting, market indicators, accuracy metrics.*

References

1. A Deep Learning-Based LSTM for Stock Price Prediction Using Technical Analysis and Macroeconomic Data // International Journal of Intelligent Systems and Applications in Engineering. – 2023. – Vol. 11, no. 4. – P. 250–262.

2. *Alzheev A. V.* Comparative analysis of ARIMA and LSTM forecasting models for financial data. – Moscow : Finansovyj universitet, 2020. – 120 p.
3. *Bushuev M. V.* Application of LSTM network for stock price forecasting // Bulletin of Higher School. – 2023. – No. 4. – P. 15–24.
4. *Dagaev A. V.* Application of neural network technologies to forecast stock prices : International scientific and practical conference dedicated to the 25th anniversary of the formation of the Ivangorod branch of the St. Petersburg State University of Aerospace Instrumentation // Law, education, economics in the context of digital transformation. – SPb. : Skifiya-print, 2025. – P. 45–52.
5. *Dagaev A. V.* Data analysis using machine learning methods : International scientific and practical conference // National economy and development of the world economy: problems and prospects. – SPb. : Skifiya-print, 2024. – P. 55–62.
6. *Dagaev A. V., Brodyanskij Y. M.* Development of neural network models : International scientific and practical conference // Current problems of management in the context of new environmental challenges. – SPb. : Skifiya-print, 2025. – P. 36–42.
7. *Devlin J., Chang M.-W. Lee K., Toutanova K.* BERT: Pre-training of Deep Bidirectional Transformers for Language Understanding // Proceedings of NAACL-HLT. – Minneapolis, 2019. – P. 4171–4186.
8. Forecasting S&P 500 Using LSTM Models / arXiv preprint arXiv:2501.17366. – 2025. – 29 p.
9. From Data Extraction to Economic Insights: A Holistic Approach to Monetization / A. Titov [et al.] // Data-Driven Monetization Strategies for Economic Insights. – IGI Global Scientific Publishing, 09/2025. – P. 71–100. – ISBN 9798337327747. – DOI: [10.4018/979-8-3373-2772-3.ch004](https://doi.org/10.4018/979-8-3373-2772-3.ch004).
10. *Grachev S. A.* Forecasting financial market parameters using neural networks // Information Technology. – 2025. – No. 1. – P. 44–50.
11. IBM T. J. Watson Research Center. Modality-aware Transformer for Financial Time Series Forecasting / arXiv preprint arXiv:2310.01232. – 2024. – 18 p.
12. *Lezmi E., Xu J.* Time Series Forecasting with Transformer Models and Application to Asset Management // SSRN Electronic Journal. – 2023. – Jan. – DOI: [10.2139/ssrn.4375798](https://doi.org/10.2139/ssrn.4375798).
13. Popularization of Domestic Tourism in Russia Through a Cross-Platform Mobile Application : Lecture Notes in Networks and Systems, vol 1521 / V. Nikiforov [et al.] // Ecosystems Without Borders 2024: Economic Systems and Processes. EcoSyst 2024. – Cham : Springer. – DOI: [10.1007/978-3-031-97876-0_23](https://doi.org/10.1007/978-3-031-97876-0_23).
14. Predicting Stock Market Movements Using Neural Networks: Review and Applications / O. Akinrinola [et al.] // Global Scientific Journals. – 2024. – Vol. 12, no. 3. – P. 55–78.
15. *Radford A., Wu J., Child R.* Language Models are Few-Shot Learners // Advances in Neural Information Processing Systems. – 2020. – No. 33. – P. 1877–1901.
16. *SHHerbinina A. V.* Comparative analysis of the forecasting quality of ARIMA and LSTM models // Scinotes. – 2021. – Vol. 8, no. 2. – P. 88–95.

Business analytics as a key to the competitiveness of Russian organizations

© 2026 **Fateeva Tatiana Nikolaevna**

Candidate of Economics, Associate Professor, Associate Professor of the Department of Accounting and Management. Financial University under the Government of the Russian Federation (Kaluga Branch).

E-mail: tnfateeva@fa.ru

© 2026 **Luk'yanchenko Mariya Sergeevna**

Student. Financial University under the Government of the Russian Federation (Kaluga Branch).

E-mail: marylukyanchenko@yandex.ru

In today's economic environment, analytics is becoming an indispensable tool for making strategic and tactical decisions for economic entities. Business analysis helps examine an organization's needs, identify opportunities for change, and develop solutions that can bring additional value to stakeholders. The example of Narodnaya Torgovaya Kompaniya LLC demonstrates how the implementation of business analysis overcomes the limitations of traditional analysis, providing a deeper understanding of the drivers of change and areas for increased efficiency.

Keywords: *business analysis, stakeholders, business process, management, automation, decision making.*

References

1. *Borovkova E. K.* Managing risks in organizations using modern digital solutions // Collection of scientific papers of the IV National Scientific and Practical Conference (with international participation). – Orel, 2025. – P. 15–21. – URL: https://www.elibrary.ru/download/elibrary_82422617_53369576.pdf (visited on 01/14/2026).
2. *CHerny'shova Y. G.* Problems of business analysis development in Russia // Basic Research. – 2023. – No. 7. – P. 58–64. – URL: <https://fundamental-research.ru/ru/article/view?id=43482> (visited on 01/19/2026).
3. *Fateeva T. N.* Digitalization and modeling of business processes: modern approaches and tools for increasing efficiency // Economic Sciences. – 2024. – 11(240). – P. 115–118. – URL: https://ecsn.ru/wp-content/uploads/202411_115.pdf (visited on 01/12/2026).
4. *Fateeva T. N., Luk'yanchenko M. S.* Digitalization of the Russian agro-industrial complex: experience and development prospects // Bulletin of the Altai Academy of Economics and Law. – 2025. – No. 11–1. – P. 123–129. – URL: https://www.elibrary.ru/download/elibrary_86310971_70807626.pdf (visited on 01/15/2026).

5. Fateeva T. N., Simasheva O. A. Improving business analysis tools for the financial development of an enterprise // Kaluga Economic Bulletin. – 2025. – No. 3. – P. 23–28. – URL: https://www.elibrary.ru/author_items.asp?authorid=534397 (visited on 01/14/2026).
6. Gubanova E. V. Application of abc-xyz analyzes in the system assessment of product assortment to improve operational efficiency // Bulletin of the Altai Academy of Economics and Law. – 2025. – No. 10–2. – P. 184–191. – URL: https://elibrary.ru/download/elibrary_84080612_89849679.pdf (visited on 01/18/2026).
7. Gubanova E. V., Samoshenkova K. A. Optimization of company business processes // Bulletin of the Altai Academy of Economics and Law. – 2025. – No. 3–1. – P. 39–46. – URL: <https://elibrary.ru/contents.asp?id=80661995> (visited on 01/18/2026).
8. Zenkina I. V. Business analysis and business analytics: development in the context of digitalization // Economic analysis: theory and practice. – 2023. – Vol. 22, 4 (535). – P. 646–671. – URL: https://www.elibrary.ru/download/elibrary_50788863_23387887.pdf (visited on 01/19/2026).
9. Zenkina I. V. Requirements analysis as a priority area of business analysis and a tool for ensuring business efficiency // Economic analysis: theory and practice. – 2025. – Vol. 24, no. 3. – P. 78–97. – URL: https://www.elibrary.ru/download/elibrary_80463175_28772561.pdf (visited on 01/19/2026).

Specificity of investing resources into an organization's intellectual capital

© 2026 **Gadzhieva Patimat Nasrullaevna**

PhD in Economics, Senior Lecturer, Department of Business Analytics, Faculty of Taxes, Audit and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: pngadzhieva@fa.ru

In today's business environment, the knowledge and competencies of personnel are becoming paramount for organizations, becoming a key asset. Business performance and growth prospects are directly determined by the effective use of a company's intellectual assets. This paper provides a detailed analysis of the structure of intellectual capital. At its core, it encompasses a unique set of professional skills and expertise within an organization's employees. This aspect attracts the increased attention of potential investors and becomes a decisive criterion when assessing a company's investment potential. This study focuses on the analysis of investment in an organization's intellectual assets, which is becoming increasingly important in the context of the modern economy.

Keywords: *intelligence, capital, asset, company, investment.*

References

1. *Bacherikova A. E., Erošina E. V.* Investing in intellectual capital // Scientific research of the 21st century. – 2019. – No. 2. – P. 176–181.
2. *Ilyakova I. E.* Reproduction of the intellectual capital of the national economy in the context of the formation of a new technological structure // Bulletin of Eurasian Science. – 2019. – No. 5. – URL: <https://esj.today/PDF/68ECVN519.pdf>.
3. *Korechkov Y. V., Lezhenina L. A.* Information capital as a new form of intellectual capital in economic models of the digital economy // Bulletin of Eurasian Science. – 2018. – No. 3. – URL: <https://esj.today/PDF/53ECVN318.pdf>.
4. *Moxammed D. X. S., Kel'chevskaya N. R.* Intellectual Capital Investment Strategies Influenced by Value Creation Models // Issues of innovative economics. – 2020. – Vol. 10, no. 4. – P. 2213–2232.
5. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.
6. *Petrov A. M., Petrova O. A.* Synergistic effect from the transition to a unified information system for processing accounting and statistical information // Kant. – 2022. – 2(43). – P. 60–66. – DOI: [10.24923/2222-243X.2022-43.11](https://doi.org/10.24923/2222-243X.2022-43.11). – EDN GMNSWF.
7. *Petrov A. M., SHnajder V. V., Gavrilov D. V.* Internal financial control and internal financial audit - tools for eliminating financial irregularities // Research Azimuth: Economics and Management. – 2020. – Vol. 9, 4(33). – P. 271–276. – DOI: [10.26140/anie-2020-0904-0064](https://doi.org/10.26140/anie-2020-0904-0064). – EDN WHRBNX.
8. *Ryazanova I. K., Baxteev Y. D.* Intellectual capital as an investment object // Scientific dialogue: Economics and management. – 2020. – P. 17–20.
9. *Tatarinovich V. I., Novik E. D.* Investments in intellectual capital - a factor in increasing the well-being of the population of the Russian Federation // Income, expenses and savings of the Russian population: trends and prospects. – 2022. – P. 214–218.
10. *V. O. Seryogina M. P. L.* Features of investing in a company's intellectual capital // Bulletin of Eurasian Science. – 2023. – Vol. 15, s1. – URL: <https://esj.today/PDF/32FAVN123.pdf> (visited on 01/21/2026).

Consequences of the impact of the crisis on the sustainable development of enterprises and the search for ways to solve problem situations

© 2026 **Gadzhieva Patimat Nasrullaevna**

PhD in Economics, Senior Lecturer, Department of Business Analytics, Faculty of Taxes, Audit and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: pngadzhieva@fa.ru

This study examines the impact of economic instability on the stable functioning of commercial structures through a comparative lens of the Russian Federation and the Syrian Arab Republic. Periods of economic stability are characterized by managers' ability to apply traditional management approaches with a high degree of confidence, due to the relatively low intensity of external threats. This situation creates favorable conditions for the effective implementation of corporate objectives. However, every commercial organization is inevitably exposed to unpredictable market conditions and a variety of risk factors. Political mechanisms for ensuring the sustainable development of enterprises in Russia and Syria are highlighted. The political environment, economic situation, and legislative framework determine the effectiveness of these mechanisms in both countries. The study revealed parallels in the difficulties both countries face in maintaining stable business growth. Key challenges include corruption, technological backwardness, and insufficient innovation. The situation is further complicated by external obstacles, from restrictive measures to military conflicts, which have a destructive impact on the development of Russia and Syria as a whole.

Keywords: *Russia, Syria, crisis, sustainable development, corruption, business.*

References

1. *Kavitha M., Mahmoud Z. H., Kishore K. H.* Application of steinberg model for vibration lifetime evaluation of Sn-Ag-Cu-based solder joints in power semiconductors // *IEEE Transactions on Components, Packaging and Manufacturing Technology*. – 2021. – Vol. 11, no. 3. – P. 444–450. – DOI: [10.1109/TCPMT.2021.3051318](https://doi.org/10.1109/TCPMT.2021.3051318). – EDN FQDFKZ.
2. *Kirilina T. Y.* Analysis of problems of managing an organization in the sociology of management and strategic management: differences and points of contact // *Social and humanitarian technologies*. – 2021. – 3(19). – P. 26–33.
3. *Muzalev S., Nikiforova E., Narbut V.* Tools for Business Climate Transformation: Regional Aspect // *Journal of Lifestyle and SDGs Review*. – 2025. – Vol. 5, no. 2. – e04044. – DOI: [10.47172/2965-730x.sdgsreview.v5.n02.pe04044](https://doi.org/10.47172/2965-730x.sdgsreview.v5.n02.pe04044). – EDN AQLFOP.

4. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.
5. *Petrov A. M., Kiseleva N. P., Kevorkova Z. A.* Present development practices for tax, financial and statistical reporting in the Russian Federation // *International Journal of Innovative Technology and Exploring Engineering*. – 2019. – Vol. 8, no. 12. – P. 3538–3542. – DOI: [10.35940/ijitee.L2626.1081219](https://doi.org/10.35940/ijitee.L2626.1081219). – EDN MYJLIZ.
6. *Petrov A. M., SHnajder V. V., Gavrilov D. V.* Internal financial control and internal financial audit - tools for eliminating financial irregularities // *Research Azimuth: Economics and Management*. – 2020. – Vol. 9, 4(33). – P. 271–276. – DOI: [10.26140/anie-2020-0904-0064](https://doi.org/10.26140/anie-2020-0904-0064). – EDN WHRBNX.
7. *Petrova O. A.* Analysis of the development of the Arctic special economic zone: theory and practice // *Russian Journal of Management*. – 2022. – Vol. 10, no. 2. – P. 295–304. – EDN FEVYFV.
8. *Rusakovich V. I., Kuxtin G. V.* Syria: economy, social sphere, development prospects // *Russia and Asia*. – 2019. – 2(7). – P. 9–21.
9. *SHaxov O. Y., Axmetova A. E.* Analysis of key change management issues in an organization when comparing two change management models // *Science of the present and future*. – 2023. – Vol. 3. – P. 13–15.
10. *Stepanyan A. V.* Industrial companies' response to the crisis: business model change and strategic sustainability // *Strategic decisions and risk management*. – 2018. – 3(106). – P. 114–125.
11. The ILO reported the negative impact of the pandemic on the global labor market. – URL: <https://www.banki.ru/news/lenta/?id=10955505> (visited on 01/27/2026).

Evaluation of the effectiveness of investment projects and problems of investment policy in the agro-industrial complex of the Republic of Tatarstan

© 2026 **Gaisin Amir Alfredovich**

Postgraduate student of the Department of Economics and Management. Kazan Cooperative Institute (branch) Russian University of Cooperation, Kazan, Russia.

E-mail: amirgaisin@yandex.ru

© 2026 **Pogorelova Elena Vadimovna**

Scientific supervisor, Doctor of Economics, Associate Professor, Head of the Department of Master's and Postgraduate Studies. Kazan Cooperative Institute (branch) Russian University of Cooperation, Kazan, Russia.

E-mail: e.v.pogorelova@ruc.su

The purpose of this study is a comprehensive assessment of the effectiveness of investment projects and the identification of key problems of investment policy in the agro-industrial complex of the Republic of Tatarstan. In writing this article, the author used the following methods of scientific research: methods of statistical analysis, comparative analysis, economic and mathematical modeling, and expert assessments based on data from Rosstat, Tatarstanstat, and the Ministry of Agriculture of the Republic of Tatarstan. The main results indicate that the volume of investments in fixed assets of the republic's agro-industrial complex increased from 17.9 billion rubles in 2015 to 37.9 billion rubles in 2024, gross agricultural output increased by 44.6 percent, however, the profitability of agricultural organizations decreased from 16.3 to 8 percent. The conclusions drawn by the author in the course of the study indicate the need to redistribute investment flows in favor of the processing sector, reduce the debt burden of enterprises, and strengthen import substitution of technologies to ensure the sustainable development of the regional agro-industrial complex.

Keywords: *investment policy, agro-industrial complex, Republic of Tatarstan, state support, investment effectiveness, modernization of agriculture.*

References

1. *Demidova E. A., Kaposhko A. A.* Directions for investing in the agro-industrial complex // *Age of Science*. – 2024. – No. 40. – P. 90–92.
2. Economic essence and role of investments in the reproduction process in the agro-industrial complex / *A. B. Dudareva [et al.]* // *Bulletin of Agrarian Science*. – 2024. – 1(106). – P. 124–129.
3. *Goliczy'na L. A., Osipova V. P.* Main directions of investment policy of the Republic of Tatarstan // *Flagship of Science*. – 2023. – 10(10). – P. 536–538.
4. *Gorelkina I. A., Erofeeva V. E.* Sources and methods of financing real investments of agricultural enterprises in modern conditions // *Scienceosphere*. – 2023. – No. 12-1. – P. 343–348.
5. *Kamaleev R. X.* Labor market of the Republic of Tatarstan under Western sanctions // *Electronic economic bulletin of Tatarstan*. – 2023. – No. 1. – P. 15–19.
6. *Nabieva A. R., Anvarov N. N.* Development of agricultural cooperation in the Republic of Tatarstan // *Fundamental and applied research in the cooperative sector of the economy*. – 2025. – No. 1. – P. 3–9.
7. *Nexoroshev V. A.* Financing sustainable development of the agro-industrial complex using the example of the Republic of Tatarstan // *Economics of Sustainable Development*. – 2024. – 4(60). – P. 231–235.
8. *Polushkina T. M.* Investments in the system for increasing innovative activity of the agro-industrial complex // *Economics of Sustainable Development*. – 2024. – 2(58). – P. 201–205.
9. *SHarnina N. M.* Current trends in the development of consumer cooperation in the Republic of Tatarstan // *Bulletin of the Russian University of Cooperation*. – 2024. – 2(56). – P. 46–51.
10. *Tarantin V. A., Erkin A. F.* Assessing the effectiveness of the implementation of the “Strategy for Socio-Economic Development of the Republic of Tatarstan until 2030”: examination and measures // *GosReg: state regulation of public relations*. – 2022. – 4(42). – P. 202–215.
11. *Tret'yakova I. A.* Theoretical and methodological aspects of the mechanism for attracting investments in the agro-industrial complex // *Economic issues of agricultural development in Belarus*. – 2025. – No. 53. – P. 303–314.
12. *Troshin O. D.* State support for the development of rural areas (based on materials from the Republic of Tatarstan) // *Innovative science*. – 2024. – No. 2-2. – P. 94–98.
13. *Xafizov A., Britanov D. E., Gafforov X. A.* Attracting venture capital investments in agricultural technology startups in the Republic of Tatarstan: opportunities and barriers // *Economics and management: problems, solutions*. – 2025. – Vol. 15, 1(154). – P. 183–187.

Integration of accounting and analytical data in management decision support systems

© 2026 **Gordova Marina**

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

E-mail: MGordova@fa.ru

© 2026 **Korshunova Darya Sergeevna**

Student of the Faculty of Taxes, Auditing and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: kds2603162@gmail.com

© 2026 **Titkova Kseniya Olegovna**

Student of the Faculty of Taxes, Auditing and Business Analysis. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: titkovaxenia1805@yandex.ru

In the article theoretical and practical aspects of accounting and analytical data integration are considered with the use of BI- and ERP-systems. It highlights the essential point of comprehensive data consolidation in order to increase the corporate management effectiveness. The key trends in the development of the Russian market of national technological solutions are identified. There are outlined the prospects for the introduction of artificial intelligence and predictive analytics as the next stage of business digitalization in the Russian Federation.

Keywords: *accounting and analytical data, BI-platforms, ERP-platforms, import substitution, digital transformation.*

References

1. *Aksenova Z. A., Sannikov G. G., Ban'ko N. A.* Information"=communication technologies in financial"=economic and management activities of organizations. – Moscow : Infra-M, 2025. – 402 p. – ISBN 978-5-16-021724-6. – EDN UMCYNF.
2. *Barinov A. M., Gajduk A. E.* Analysis and development prospects of the domestic ERP systems market // Industrial economy. – 2025. – No. 4. – URL: <https://cyberleninka.ru/article/n/analiz-i-perspektivy-razvitiya-otechestvennogo-rynka-erp-sistem> (visited on 10/23/2025).
3. Business Intelligence (Russian market) / TAdviser. Government. Business. IT. – URL: [https://tadviser.com/index.php/Article:Business_Intelligence_\(Russian_market\)](https://tadviser.com/index.php/Article:Business_Intelligence_(Russian_market)) (visited on 10/23/2025).

4. *Gordova M.* Formation of non-financial reporting of economic entities: development trends // Economic Sciences. – 2023. – No. 223. – P. 135–139. – DOI: [10.14451/1.223.135](https://doi.org/10.14451/1.223.135). – EDN EQRFFE.
5. *Gordova M. A., Titkova K. O.* Trends and challenges of sustainable development according to non-financial reporting of companies // Economic Sciences. – 2025. – No. 245. – P. 210–216. – DOI: [10.14451/1.245.210](https://doi.org/10.14451/1.245.210). – EDN PTPCDV.
6. How much does it cost to implement 1C:ERP? / ERPBrand. – URL: <https://blog.erp.band/skolko-stoit-vnedrenie-erp> (visited on 10/25/2025).
7. How the enterprise software market is developing in Russia / Sberbank. – URL: <https://sberbank.co.in/media/publications/how-the-enterprise-software-market-is-developing-in-russia> (visited on 10/23/2025).
8. How the Russian IT market is growing, despite the shortage of personnel / InvestForesight. – URL: <https://investforesight.com/how-the-russian-it-market-is-growing> (visited on 10/25/2025).
9. Non-standard ways to integrate the 1C accounting system with external services via API / KoderLine. – URL: <https://www.koderline.ru/bitrix24/manuals/narabotki/manual-nestandartnye-sposoby-integratsii-uchetnoy-sistemy-1s-s-vneshnimi-servisami-cherez-api> (visited on 10/25/2025).
10. *Petrov A. M.* Using business analytics (BI) tools to assess and manage risks in the banking sector // Economic Sciences. – 2025. – No. 250. – P. 194–199. – DOI: [10.14451/1.250.194](https://doi.org/10.14451/1.250.194). – EDN PDXIVR.
11. *Petrova O. A.* Ethical and Economic Considerations of Using BI for Personalized Pricing and Demand Management // Economic Sciences. – 2025. – No. 250. – P. 200–205. – DOI: [10.14451/1.250.200](https://doi.org/10.14451/1.250.200). – EDN EWNLFS.
12. TAdviser review: market assessments, largest vendors and integrators, prospects / Corus Consulting. – URL: <https://data.korusconsulting.ru/press-center/blog/obzor-tadviser-otsenki-rynka-krupneyshie-vendory-i-integratory-perspektivy> (visited on 10/23/2025).
13. The ERP market is growing, but the largest customers are afraid of domestic software / SAPLand. – URL: <https://sapland.ru/p-events/news/rinok-erp-rastet-no-krupneishie-zakazchiki-boyatsya-a-otechestvennogo-po.html> (visited on 10/25/2025).
14. The ERP market is growing. / Net. – URL: <https://setka.ru/posts/0199a85e-ade3-4950-b0a5-aa88cfdccf2> (visited on 10/23/2025).
15. The Russian IT services market has grown 1.4 times since 2022, and the market for mass-produced software has grown 1.6 times / B1. New challenges. New solutions. – URL: <https://b1.ru/insights/news/media-center/b1-software-and-it-services-in-russia-research-press-release-18-august-2025> (visited on 10/23/2025).
16. The Top Benefits of Business Intelligence (BI) for the Pharmaceutical Industry / WynEnterprise. – URL: <https://www.wynenterprise.com/blogs/the-top-benefits-of-business-intelligence-bi-for-the-pharmaceutical-industry> (visited on 10/23/2025).
17. The volume of the Russian ERP systems market will grow to 120 billion rubles by 2030 / Interfax. – URL: <https://www.interfax.ru/business/1049364> (visited on 10/23/2025).
18. Top 10 best BI systems: comparison and review of analytics systems / First Bit. – URL: <https://www.1cbit.ru/blog/top-10-luchshikh-bi-sistem-sravnenie-i-obzor-sistem-analitiki> (visited on 10/23/2025).
19. Where millions are buried: how BI analytics turns data into profit for mining and metallurgical companies / First Bit. – URL: <https://nfp2b.ru/2025/07/28/gde-zakopany-milliony-kak-bi-analitika-privrashhaet-dannye-v-pribyl-dlya-gorno-metallurgicheskikh-kompanij> (visited on 10/23/2025).
20. Which industries use BI systems? / PIX Robotics. – URL: <https://pix.ru/manuals/v-kakikh-otraslyakh-ispolzuyutsya-bi-sistemy> (visited on 10/23/2025).

Ensuring the competitiveness of veterinary services in the digital economy

© 2026 **Gorelikova-Kitaeva Olga Gennadiyevna**

Candidate of Economic Sciences, Associate Professor of the Department of Economic Theory, Regional and Industrial Economics. Orenburg State University.

E-mail: gkog_oren@mail.ru

© 2026 **Tsyganova Irina Yurievna**

Candidate of Economic Sciences, Associate Professor, Associate Professor of the Department of Logistics and Supply Chain Management. Orenburg Branch of the Russian Presidential Academy of National Economy and Public Administration.

E-mail: irene23_83@mail.ru

© 2026 **Bekbayeva Asemgul Iskagulovna**

Master's student of the Department of Economic Theory, Regional and Sectoral Economics. Orenburg State University.

E-mail: asemgul.bekbaeva@mail.ru

The article reveals certain provisions for ensuring the competitiveness of a veterinary service company in the digital economy. It examines the range of available digital technologies that can help increase the competitiveness of a veterinary clinic in a highly competitive environment.

Keywords: *veterinary service company, veterinary clinic, digital economy, digital technologies, competition in the veterinary service market, competitiveness of a veterinary service company.*

References

1. Ensuring the competitiveness of veterinary services in the digital economy.
2. *Goncharenko O. N., Krasnolobova E. P., Agapitova L. G.* Development trends in the regional veterinary services market // Bulletin of Volga University named after. V. N. Tatishcheva. – 2020. – Vol. 2, no. 3. – P. 61–62.
3. *Il'iny'x P. I.* Management and marketing, organization of veterinary business in market conditions // Agrarian Bulletin of the Urals. – 2013. – No. 10. – P. 76.
4. Mandatory registration of dogs has been introduced in 19 regions of Russia / Tail News. – URL: <https://hvo.st.news>.
5. Opening a veterinary clinic: franchise or your own brand? / Komsomolskaya Pravda. – URL: <https://www.kp.ru>.
6. Owners of outbred animals are less likely to use the services of veterinarians / Nafi think tank. – URL: <https://nafi.ru>.

7. *SHogenov T. M.* Increasing the competitiveness of agricultural enterprises in the region based on the formation of integrated structures : monograph. – 2016.
8. The number of veterinary clinics has increased in Russia / Rusbase. – URL: <https://rb.ru>.
9. The volume of paid veterinary services in January-August 2024 increased by 15% / RNC Pharma. – URL: <https://incph.ru>.
10. World Economic Forum: Global Competitiveness Index 2014-2015. / Center for Humanitarian Technologies. – URL: <https://gtmarket.ru>.

Comparison of state support for the textile industry in the EAEU countries using the example of the fabric production sector

© 2026 **Khanbalaev Sabir Khanbalaevich**

Graduate student. Patrice Lumumba Peoples' Friendship University of Russia (RUDN University).

E-mail: sabir.khanbalaev@yandex.ru

© 2026 **Golodova Zhanna Gavrilovna**

Doctor of Economics, Professor. Patrice Lumumba Peoples' Friendship University of Russia (RUDN University).

E-mail: golodova_zhg@rudn.university

The paper examines the specifics of government policy regarding the support of textile industry enterprises producing fabrics in the countries of the Eurasian Economic Union. The support measures implemented by the governments of Russia, Armenia, Belarus, Kazakhstan and Kyrgyzstan are systematized, including tax preferences, preferential loans, subsidizing leasing and exemption from customs duties on equipment imports. The role of labeling of goods in reducing shadow turnover and increasing profits of light industry enterprises is revealed. The dynamics of fabric production in the member countries of the integration association for 2018-2024 is analyzed. The absence of a stable growth trend in the production of fabrics has been established, despite the implemented support measures. The factors hindering the development of the industry, including high competition from foreign manufacturers, have been identified.

Keywords: *textile industry, Eurasian Economic Union, state support, fabric production, tax preferences, preferential loans.*

References

1. Alikhanov assessed the reduction in illegal trade in goods due to labeling. – URL: <https://rg.ru/2026/01/07/alihanov-ocenil-snizhenie-nelegalnogo-oborota-tovarov-za-schet-markirovki.html> (visited on 01/31/2026).
2. Decision of the Eurasian Intergovernmental Council “On the Main Directions of Industrial Cooperation within the Eurasian Economic Union until 2025” dated April 30, 2021 No. 5. – URL: <https://adilet.zan.kz/rus/docs/H21M0000005> (visited on 01/31/2026).
3. In Kazakhstan, the production of cotton fabrics increased by 11%. – URL: <https://inbusiness.kz/ru/last/v-kazahstane-proizvodstvo-hlochatobumazhnyh-tkanej-vyroslo-na-11> (visited on 01/31/2026).

4. Invest in Kazakhstan. Light industry. – URL: <https://invest.gov.kz/ru/doing-business-here/regulated-sectors/light-industry/> (visited on 01/31/2026).
5. Preferential lending. – URL: <https://www.fr.gov.by/upload/iblock/a85/a8556315ac45d9b1dc4b3ab1c30ef34c.pdf> (visited on 01/31/2026).
6. Production of certain types of industrial products in physical terms. – URL: https://eec.eaeunion.org/upload/files/dep_stat/econstat/Industry/Industry_quantity_annual.xls?112233 (visited on 01/31/2026).
7. Special economic zone "Ontustik". – URL: <http://sezunion.kz/ru/component/k2/item/34-spetsialnaya-ekonomicheskaya-zony-o-t-stik.html> (visited on 01/31/2026).
8. State program "Business Road Map 2025". – URL: https://egov.kz/cms/ru/manuals/road_business_map (visited on 01/31/2026).
9. Textile production in Kazakhstan shows stable growth. – URL: <https://dknews.kz/ru/ekonomika/157922-tekstilnoe-proizvodstvo-v-kazahstane-pokazyvaet> (visited on 01/31/2026).
10. What are the features of financing light industry in Belarus? – URL: <https://belapan.by/finansy/kakie-osobennosti-finansirovaniya-legkoj-promyshlennosti-v-belarusi> (visited on 01/31/2026).
11. ՀԱՅԱՍՏԱՆ opportunity ԴՐԱՆԻՑ ԲԻՈՂ 2023-2026 ԹՎԱԿԱՆՆԵՐԻ ԳՈՐԾՈՂՈՒԹՅՈՒՆ ՆԵՐԻ ԾՐԱԳԻՐԸ ՀԱՍՏԱՏԵԼՈՒ ՄԱՍԻՆ. – URL: <https://adilet.zan.kz/rus/docs/H21M0000005> (visited on 01/31/2026).

The possibilities of using digitalization for the development of the textile industry

© 2026 **Khanbalaev Sabir Khanbalaevich**

Graduate student. Patrice Lumumba Peoples' Friendship University of Russia (RUDN University).

E-mail: sabir.khanbalaev@yandex.ru

© 2026 **Golodova Zhanna Gavrilovna**

Doctor of Economics, Professor. Patrice Lumumba Peoples' Friendship University of Russia (RUDN University).

E-mail: golodova_zhg@rudn.university

The paper explores the possibilities of using digital technologies to increase the efficiency of enterprises in the textile industry. The author's definition of the concept of digitalization of the textile industry is formulated. The key digital technologies promising for implementation in the textile industry, including the Internet of Things, artificial intelligence, big data, cloud computing, digital twins and others, are systematized. Specific solutions and tools based on each technology are presented in relation to the specifics of textile production. The main barriers to the digital transformation of the industry have been identified, such as the high cost of implementation, lack of qualified personnel, and dependence on imported technologies and software. Ways to overcome these barriers are proposed, with the definition of responsible parties and deadlines for implementation.

Keywords: *digitalization of the textile industry, digital technologies, artificial intelligence, Internet of Things, barriers to digitalization, digital transformation.*

References

1. *Abduraxmanova S. A.* Individualization of professional education process on the basis of digital technologies // World Bulletin of Social Sciences. – 2022. – Vol. 8. – P. 65–67.
2. Decree of the President of the Russian Federation dated 05/07/2024 No. 309 “On the national development goals of the Russian Federation for the period until 2030 and for the future until 2036” / ConsultantPlus. – URL: https://www.consultant.ru/document/cons_doc_LAW_475991/ (visited on 08/08/2025).
3. Decree of the President of the Russian Federation dated 05/09/2017 No. 203 “On the Strategy for the Development of the Information Society in the Russian Federation for 2017 - 2030” / ConsultantPlus. – URL: https://www.consultant.ru/document/cons_doc_LAW_216363 (visited on 08/08/2025).
4. *Filimonov I. V.* The role of the state in transforming the digital economy ecosystem : PhD thesis экономических наук : 5.2.1 / Filimonov Il'ya Valer'evich. – Moscow, 2024. – 217 p.

5. *Remeslennikov A. Y.* The relationship between the digital and registry models of the economy: prospects and impact of the digital ruble on the Russian economy // *Modern control technologies*. – 2024. – 4 (108). – P. 1–10.
6. *Teslenko I. B., Digilina O. B.* Digital inequality as an economic problem and a factor determining international stability // *Economics and Entrepreneurship*. – 2022. – 4(141). – P. 241–244.
7. The impact of digital economy on the economic growth and the development strategies in the post-COVID-19 era: evidence from countries along the “Belt and Road” / *J. Zhang [et al.]* // *Frontiers in public health*. – 2022. – Vol. 10.
8. *Xvorkina O. P.* Digital HR Industry: Transforming HR Processes in the Digital Age // *Economy of the future: trends, challenges and opportunities*. – 2024. – P. 895–896.
9. *Zhang Z., Sun C., Wang J.* How can the digital economy promote the integration of rural industries—Taking China as an example // *Agriculture*. – 2023. – Vol. 13, no. 10.
10. *Zorin G. E.* Prospects for the digital creative economy as a factor in the growth of exports to the digital economy in developing countries // *Bulletin of the Russian University of Cooperation*. – 2022. – 1 (47). – P. 51–57.

The Impact of Gender Inequality on Social and Socioeconomic Stability in Russia

© 2026 **Kabisova Liana Eduardovna**

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

E-mail: LEKabisova@fa.ru

Gender inequality (GI) in the Russian Federation is a pervasive and multifaceted form of social inequality. It manifests itself most acutely in the political sphere and the labor market. The gender wage gap (GWP) is very pronounced, amounting to approximately 30.4% (or women earn approximately 70% of men's income). Furthermore, gender is a more ascriptive determinant of wages than education level, which, on average, is higher for women than for men.

Gender asymmetry negatively impacts labor productivity and limits economic growth. Failure to address gender inequality may further deepen intra-group differentiation among professionals and threaten socio-political stability.

Thus, the relevance of the chosen problematic led to the formulation of the objective of this scientific article: to develop recommendations for overcoming gender inequality in the Russian Federation. The object of the study is gender inequality (gender asymmetry) in the Russian Federation. The subject of the research is the impact of gender asymmetry on socioeconomic and social stability in Russia. The methodological basis of the study was the comparative method, expert assessment, statistical and analytical methods.

This article examines the specifics of gender asymmetry in the Russian Federation. Its socioeconomic manifestations and impact on social stability are examined. Gender inequality in wages and the development of digitalization is analyzed. The study draws conclusions and proposes ways to overcome gender inequality, taking into account the specific circumstances of the Russian Federation.

Keywords: *Gender inequality, socio-economic stability, wages, political participation, discrimination, stereotypes, labor gap, gender asymmetry, digital gender inequality, labor gender inequality.*

References

1. *Anan'eva O. A., Tatarenko M. K.* Supporting women in politics: the role of gender system justification, perceptions of gender inequality and sexism // *Social psychology and society*. – 2022. – Vol. 13, no. 4. – P. 30–46.

2. *Besheva O. D., Sagajdak V. A.* The problem of gender inequality in the modern world (using the example of Russia, the USA and European countries) // In the collection: Equality of men and women in Russia and in the world: the scientific potential of youth research. Collection of materials from the international youth scientific conference. Ivanovo. – 2022. – P. 3–7.
3. *CZxadadze N. V., Rozanova M. A., Korchagin A. A.* Current problems of gender asymmetry in the labor market in Russia : Collection of works of the IV All-Russian School-Symposium of Young Scientists // Research, systematization, cooperation, development, analysis of socio-economic systems in the field of economics and management (Iskra-2021). – Simferopol', 2021. – P. 264–268.
4. Gender inequality in the Russian labor market from 2005 to 2023. Collection of articles of the XIX International Scientific and Practical Conference / M. S. SHirshikova [et al.]. – 2025.
5. *Gradusova V. N., Tarando E. E.* Statistical assessment of gender inequality in the world of work in modern Russia // Scientific works of the North-Western Institute of Management RANEPА. – 2020. – Vol. 11, 3 (45). – P. 100–111.
6. *Grigor'eva N. S.* Current state of research on gender equality // Bulletin of Moscow University. Episode 21: Governance (state and society). – 2024. – Vol. 21, no. 4. – P. 111–139.
7. *Gurbatov M. I., Nazarova Y. N.* Gender asymmetry in the world of work in Russia : Materials of the XIII International Scientific and Practical Conference of Students and Pupils // Current problems and prospects for the development of the consumer market. – Perm', 2024. – P. 195–198.
8. *Lipatova L. N.* Gender inequality in the economy of modern Russia: quantitative analysis of the problem // Regionalology. – 2021. – Vol. 29, 1 (114). – P. 99–125.
9. *Novikova A. I.* Gender discrimination in Russia and the USA (using the example of employment) // Chronoeconomics. – 2020. – 4 (25). – P. 71–77.
10. *Voronina N. S.* Digital inequality of Internet users in Russia and Europe: gender aspect // Information and analytical bulletin of the Institute of Sociology of the Federal Scientific Research Center of the Russian Academy of Sciences. – 2021. – No. 4. – P. 28–51.
11. *Xotkina Z. A.* The trend towards sustainable development as a factor in reducing gender inequality in Russia // Population. – 2022. – Vol. 25, no. 2. – P. 142–152.

Development of the innovative platform «Prodesign»

© 2026 **Kobozeva Elena Mikhailovna**

Candidate of Economic Sciences, Associate Professor. Financial University under the Government of the Russian Federation, Krasnodar Branch, Russia, Krasnodar.

E-mail: alena.cobozeva@yandex.ru

© 2026 **Molchan Aleksey Sergeevich**

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

E-mail: alsmolchan@fa.ru

© 2026 **Logina Ekaterina Viktorovna**

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

E-mail: loginaekaterina5@gmail.com

© 2026 **Gomon Alina Yurievna**

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

E-mail: alinagomon15@gmail.com

The article notes that in the context of digital transformation of business, the design services market is increasing its turnover every year and there is a high demand for designer vacancies. The problems that hinder the growth of the design services market are identified. It is indicated that in order to solve these problems, it is necessary to create a platform that will unite performers and customers and simplify the processes of their interaction. The purpose of the study is defined – to develop an innovative platform “PROdesign” for manufacturers and consumers of design. An analysis of the design market was conducted, which made it possible to identify the main competitors of the innovative platform. The features of each competitor are considered. It is emphasized that the platform being developed has advanced functionality compared to other platforms. It is noted that the foundation of the business model is built on a subscription, which entitles the user to various privileges and is one of the sources of profit for the company. Other sources of budget formation are also listed, providing the company with the opportunity to flexibly respond to market changes, find favorable conditions and reduce risks. A detailed description of the development prospects of the innovative platform “PROdesign” is given. The structure of the platform's business model is disclosed and the key indicators of its effectiveness are highlighted. Economic calculations are presented, which made it possible to determine the project payback period and break-even point. A functioning prototype of the PROdesign platform is proposed, which is a technical task for developers. It is concluded that the designed platform can have a significant impact on the design market, promoting its digitalization, increasing the efficiency of interaction between designers and customers, and contribute to the development of the country's economy.

Keywords: *digitalization, design, designer, customer, platform, business, information technology, artificial intelligence, SWOT analysis. SPACE analysis, competitor, competitiveness, functionality.*

References

1. *Apخانova E. Y., Biryukova L. V.* Digitalization of business in Russia: opportunities and challenges // Bulletin of Khabarovsk State University of Economics and Law. – 2021. – 1 (105). – P. 21–27.
2. *Dubolazova Y. A.* Features of IT project management : Materials of the International Scientific and Practical Conference // Financial system in the national economy: prerequisites and growth factors. – Spb. : Skifiya-print, 2023. – P. 58–65.
3. *Gorlova D. Koczyuba I. Y., SHikov A. N.* Methods for analyzing risks of IT projects and managing them in an optimization setting // Modern Economy Success. – 2023. – No. 3. – P. 177–180.
4. Industrial design in Russia. – URL: https://www.tadviser.ru/index.php/Статья:Промышленный_дизайн_в_России (visited on 06/12/2025).
5. *Kobozeva E. M., Bezglasnaya A. D., Potitskaya K. M.* Creating a unique selling proposition based on choosing the optimal market segment for the enterprise // Bulletin of Adygea State University. Series: Economics. – 2023. – 4 (330). – P. 122–127.
6. *Kobozeva E. M., Dobrik S. G.* The impact of Internet of Things technologies on transformation processes in various sectors of the economy // Bulletin of Adygea State University. Series: Economics. – 2025. – 1 (355). – P. 89–95.
7. *Makeev T. I.* Demand for Design graduates in the Russian labor market : Collection of articles of the scientific and practical conference // Tourism and hospitality through the prism of innovation. – Moscow, 2017. – P. 163–166.
8. *SHumakova-Korovkina S. N.* The experience economy and the market for design services : Collection of articles of the VIII International Scientific and Practical Conference // Formation of a competitive environment, competitiveness and strategic management of enterprises, organizations and regions. – Penza : Penzenskij gosudarstvenny'j agrarny'j universitet, 2023. – P. 649–652.
9. *Tadtaeva V. V., Abisalova L. M.* Business development in the digital economy // Bulletin of the Academy of Knowledge. – 2023. – 3 (56). – P. 213–216.
10. The 'digitalisation trap' of Russian regions / A. S. Molchan [et al.] // International Journal of Technology, Policy and Management. – 2023. – Vol. 23, no. 1. – P. 20.
11. *Voronina L. A.* Features and analysis of the market for interior design services in Russia // Young scientist. – 2021. – 21 (363). – P. 62–64.
12. *Zajczew A. M.* Basic terms and theoretical aspects of the process of developing IT project management methodology // Theoretical and methodological aspects of the implementation of applied design solutions for the digitalization of business processes. – Bryansk : Bryanskij gosudarstvenny'j texnicheskij universitet, 2021. – P. 23–33.

Algorithmic bond selection strategy using a screening tool and a system of credit-weighted metrics

© 2026 **Krasichev Evgeny Romanovich**

Student of the Faculty of Taxes, Auditing and Business Analysis. Financial University under the Government of the Russian Federation, Moscow.

E-mail: 223171@edu.fa.ru

© 2026 **Gerasimova Elena Borisovna**

Professor of the Department of Business Analytics at the Faculty of Taxes, Audit and Business Analysis, Doctor of Economics, Professor. Financial University under the Government of the Russian Federation, Moscow.

E-mail: egerasimova@fa.ru

The article describes a practical approach to algorithmic bond selection, in which classical indicators of yield and interest rate risk are complemented by an assessment of the issuer's credit risk. It is proposed to use credit-weighted metrics: expected return (r_{expected}) and expected cash flows adjusted for probability of default (PD) and probability of survival (SP). The approach is implemented in the form of a Screener tool created by the author of the article, which is interacted with via a Telegram chat. The real-time tool automates data collection on more than 600 bonds of the Russian market, automates primary filtering, grouping of issues and ranking based on profitability, duration, liquidity and credit quality. Additionally, the Alerts module is being considered, which allows you to set rules for monitoring the market and receive notifications when the specified conditions are met. The article is aimed at portfolio managers and private investors working with corporate bonds.

Keywords: *bonds, yield to maturity, XIRR, duration, credit risk, screening, ranking, monitoring, notifications.*

References

1. *Ababii P.* Bond Duration. – Masaryk University, 2014. – 4 p. – URL: https://is.muni.cz/el/econ/podzim2014/MPF_AFIN/um/36055130/Bond_Duration.pdf (visited on 01/13/2026).
2. Basel Committee on Banking Supervision. An Explanatory Note on the Basel II IRB Risk Weight Functions / BIS. – 2005. – P. 7–8. – URL: <https://www.bis.org/bcbs/irbriskweight.pdf> (visited on 01/13/2026).
3. *Duffie D., Singleton K. J.* Modeling Term Structures of Defaultable Bonds. – 1999. – P. 3, 7. – URL: <https://web.stanford.edu/~duffie/ds.pdf> (visited on 01/13/2026).

4. Je Bonds Bot / Telegram. – URL: https://t.me/je_bonds_bot (visited on 01/13/2026).
5. Je Bonds Bot User Manual (Version: 10 Jan 2026). – 2026. – P. 2–4, 6, 22. 44 p. – URL: https://evgkr.github.io/je_bonds_bot/manual.pdf (visited on 01/13/2026).
6. Lyuu Y.-D. Day Count Conventions: Actual/Actual; Full Price; Accrued Interest : lecture slides / National Taiwan University. – 2022. – P. 79–85. – URL: <https://www.csie.ntu.edu.tw/~lyuu/finance1/2023/20230303.pdf> (visited on 01/13/2026).
7. Muzalev S., Nikiforova E., Narbut V. Tools for Business Climate Transformation: Regional Aspect // Journal of Lifestyle and SDGs Review. – 2025. – Vol. 5, no. 2. – e04044. – DOI: [10.47172/2965-730x.sdgsreview.v5.n02.pe04044](https://doi.org/10.47172/2965-730x.sdgsreview.v5.n02.pe04044). – EDN AQLFOP.
8. Petrov A. M., Kiseleva N. P., Kevorkova Z. A. Present development practices for tax, financial and statistical reporting in the Russian Federation // International Journal of Innovative Technology and Exploring Engineering. – 2019. – Vol. 8, no. 12. – P. 3538–3542. – DOI: [10.35940/ijitee.L2626.1081219](https://doi.org/10.35940/ijitee.L2626.1081219). – EDN MYJLIZ.
9. Poxvalenskaya A. Default matrix as a tool for assessing credit risk. – 2025. – URL: https://raexpert.ru/press/articles/pohvalenskaya_apr2025/ (visited on 01/13/2026).
10. Truppia J. M. Package “tvm”: Time Value of Money Functions. Version 0.5.2 (22 July 2025) / CRAN. – 2025. – P. 1–1. – URL: <https://cran.r-project.org/web/packages/tvm/tvm.pdf> (visited on 01/13/2026).

The trajectory of peasant farms in the Russian agricultural sector: from institutionalization to digitalization

© 2026 **Malyshev Nikolay Nikolaevich**

Institute of Public Administration and Management. Russian Presidential Academy of National Economy and Public Administration, Moscow, Russia.

E-mail: N.N.Malyshev@yandex.ru

© 2026 **Karpenko Yuliya Aleksandrovna**

PhD in Economics, Associate Professor of the Department of Economics and Finance of the Public Sector at the Institute of Public Administration and Management. Russian Presidential Academy of National Economy and Public Administration, Moscow, Russia.

E-mail: karpenul@mail.ru

The article examines the stages of the evolution of peasant (farm) farms in Russia, starting from 1917 and up to 2025. The key periods are highlighted: from the revolutionary redistribution of land through collectivization and stagnation in the USSR to the post-Soviet revival and modern state policy. The results of the study show the cyclical nature of development: from individualization to collectivization, to a return to farming in market conditions. The purpose of the work is to identify patterns and prospects for the development of farms in the context of theoretical views and state policy of Russia.

Keywords: *peasant farms, chronology, “Chayanovskaya” theory, Horriot, collectivization, digitalization, grant.*

References

1. Analysis dynamics of development of peasant (farm) farms. – 2023. – URL: <https://panor.ru/articles/analiz-dinamiki-razvitiya-krestyanskikh-fermerskikh-khozyaystv/113032.html> (visited on 10/31/2025).
2. *Andrianova E. V., Davy'denko V. A., Xudyakova Y.* Paradoxes of modern institutional development of peasant (farm) farms // Bulletin of Tyumen State University. Socio-economic and legal research. – 2022. – Vol. 8, 1 (29). – P. 51–101.
3. *CHayanov A. V.* Basic ideas of the theory of labor economy / ed. by V. P. Danilov. – Moscow : E'konomika, 1989. – P. 12–45.
4. *CHayanov A. V.* On the differentiation of peasant farming // Peasant studies. – 2019. – Vol. 4, no. 4. – P. 6–21.
5. Decree of the Government of the Russian Federation dated July 14, 2007 No. 446 “On the State Program for the Development of Agriculture and Regulation of Markets for Agricultural Products, Raw Materials and Food for 2008-2012” / Collection of legislation of the Russian Federation, July 30, 2007, No. 31, Art. 4080.
6. Decree of the Government of the Russian Federation of July 14, 2012 No. 717 (as amended on October 7, 2025) “On the State Program for the Development of Agriculture and Regulation of Markets for Agricultural Products, Raw Materials and Food”.
7. Decree of the Government of the Russian Federation of May 31, 2019 No. 696 “On approval of the state program of the Russian Federation “Integrated development of rural areas” and on amendments to certain acts of the Government of the Russian Federation” / Collection of legislation of the Russian Federation, 06/10/2019, No. 23, art. 2953.
8. *Enina D. V., Alekseenko T. S.* On the issue of the formation and development of peasant (farm) farms in Russia and the world // *Aeconomics: economics and agriculture*. – 2018. – 1 (25). – URL: <https://cyberleninka.ru/article/n/k-voprosu-o-stanovlenii-i-razviti-krestyanskikh-fermerskikh-hozyaystv-v-rossii-i-mire> (visited on 12/11/2025).
9. Federal Law of 08.08.1998 No. 74-FZ “On Peasant (Farm) Farming” (as amended on 11.06.2003) / Russian newspaper. – 2003.
10. Federal Law of June 28, 2022 No. 221-FZ “On Amendments to the Law of the Russian Federation “On Veterinary Medicine” / Collection of legislation of the Russian Federation, 04.07.2022, No. 27, art. 4622.
11. Federal project “Small and Medium Enterprises and Support for Individual Entrepreneurial Initiatives”, part of the national project “Efficient and Competitive Economy”.
12. *Gorbachev O. V.* The theory of peasant farming by A. V. Chayanov and personal subsidiary plots in the Soviet village (1930s - 1980s) // Bulletin of Perm University. Story. – 2021. – No. 2. – P. 73–85.
13. *Ishhenko T. L.* Improving quality management of an organization to ensure sustainable development based on system modeling : PhD thesis экономических наук : 5.2.3 / Ishhenko Tat'yana Leonidovna. – Krasnodar, 2023.
14. *Kerble B.* Chayanov. The evolution of agrarian thought in Russia from 1908 to 1930: at the crossroads // Peasant studies. – 2018. – No. 4. – URL: <https://cyberleninka.ru/article/n/chayanov-evolyutsiya-agrarnoy-mysli-v-rossii-s-1908-do-1930-g-na-perekrestke-publikatsiya-stati-b-kerble> (visited on 12/09/2025).
15. *Kovtun O. I., Yapparova E. K.* Concepts of family-labor economy and peasant cooperation in the works of A. V. Chayanov // Bulletin of Tomsk State University. – 2019. – No. 439. – URL: <https://cyberleninka.ru/article/n/kontseptsii-semeyno-trudovogo-hozyaystva-i-krestyanskoy-kooperatsii-v-rabotah-a-v-chayanova> (visited on 12/11/2025).
16. *Kuznecov A. G.* Formation and development of peasant (farm) farming in Russia // News of the Russian State Pedagogical University named after. A. I. Herzen. – 2007. – No. 45. – URL: <https://cyberleninka.ru/article/n/obrazovanie-i-razvitiye-krestyanskogo-hozyaystva-v-rossii>

- [ru/article/n/stanovlenie-i-razvitie-krestyanskogo-fermerskogo-hozyaystva-v-rossii](https://cyberleninka.ru/article/n/stanovlenie-i-razvitie-krestyanskogo-fermerskogo-hozyaystva-v-rossii) (visited on 12/09/2025).
17. Law of the RSFSR dated November 22, 1990 No. 348-1 "On peasant (farm) farming" / Gazette of the SND, the Supreme Soviet of the RSFSR. 1990, No. 26, art. 324.
 18. *Lebedeva T. S.* Formation of the Institute of Farming in Russia // Socio-economic and humanitarian journal of Krasnoyarsk State Agrarian University. – 2018. – 4 (10). – URL: <https://cyberleninka.ru/article/n/stanovlenie-instituta-fermerstva-v-rossii> (visited on 12/11/2025).
 19. *Lenin V. I.* About cooperation. – Moscow : Politizdat, 1923. – 48 p.
 20. *Logunova I. V., Urodovskix V. N.* Dynamics of development of peasant (farm) farms during the years of agrarian reform // Peasant studies. – 2021. – 6(4). – URL: <https://peasantstudies.ru/ru/category/22-2021-6-4?download=287>.
 21. *Nikulin A. M.* Farming in Russia: socio-economic differentiation and integration. –. – URL: <https://repec.ranepa.ru/rnp/wpaper/w20220132.pdf> (visited on 12/11/2025).
 22. Passport of the national project "National project "Small and Medium Enterprises and Support for Individual Entrepreneurial Initiatives".
 23. *Petrova A. V., Ivanov S. P.* Problems and prospects for the development of peasant (farm) farms // VSAU Bulletin. – 2023. – No. 5. – P. 243–257.
 24. *Sidorova T. N.* Modern problems and prospects for the development of small businesses // Economy and society. – 2023. – No. 2. – P. 567–575.
 25. The development of agriculture in the USSR in 1920–1980: a historical excursion / A. A. Priby'tkov [et al.] // Agrarian history. – 2024. – No. 17. – URL: <https://cyberleninka.ru/article/n/razvitie-selskogo-hozyaystva-v-sssr-v-1920-1980-gody-istoricheskij-ekskurs> (visited on 12/09/2025).
 26. *Ul'yankin A. E.* Analysis of the dynamics of development of peasant (farm) farms // Accounting in agriculture. – 2025. – No. 5.
 27. *Usenko L. N., Zav'yalov A. V.* Peasant (farm) farms of modern Russia: development and prospects // Scientific works of the Free Economic Society of Russia. – 2025. – No. 2. – URL: <https://cyberleninka.ru/article/n/krestyanskie-fermerskie-hozyaystva-sovremennoy-rossii-razvitie-i-perspektivy> (visited on 12/09/2025).

Modern Russian state programs to solve poverty and inequality problems

© 2026 **Matherova Elena Sergeevna**

Associate Professor, Candidate of Economic Sciences, Associate Professor of the Department of Economic Theory, Samara State University of Economics.

E-mail: nedlen63@yandex.ru

© 2026 **Kamalov Iskander Rustemovich**

Graduate student. Kazan State Agrarian University.

E-mail: kamalovidkander@gmail.com

© 2026 **Khasanyanov Artur Ayratovich**

Master's student. Kazan State Agrarian University.

E-mail: stim13.03@mail.ru

© 2026 **Shoinova Samira Sobirzhonovna**

Bachelor. Samara State University of Economics.

E-mail: efalshina@yandex.ru

The scientific article examines modern Russian state programs aimed at reducing poverty and economic inequality. The effectiveness of such measures as social payments, social contracts, and support for large families is analyzed, taking into account the latest statistical data from Rosstat and international comparisons (OECD, World Bank). The scientific article focuses on changes in income inequality and areas of social policy that are directly related to improving the quality of life for the population. The article discusses approaches to assessing the effectiveness of public spending on the social sphere, as well as the challenges of setting goals in the social protection system. As a result, both the real achievements of existing programs and their limitations become apparent in practice.

Keywords: *poverty, social policy, government programs, social inequality, social contract, family support, population income, Russia, social benefits, effectiveness of government support.*

References

1. *Baly'nin I. V.* Management of public spending on social support for families with children in the Russian Federation // University Bulletin. – 2023. – No. 9. – P. 12-20. – DOI: [10.26425/1816-4277-2023-9-12-20](https://doi.org/10.26425/1816-4277-2023-9-12-20).
2. *Baly'nin I. V.* Financial aspects of modern trends in demographic development of the Russian Federation // Bulletin of Economics, Law and Sociology. – 2024. – No. 3. – P. 17-20. – DOI: [10.24412/1998-5533-2024-3-17-20](https://doi.org/10.24412/1998-5533-2024-3-17-20).

3. *Bobkov V. N., Gulyugina A. A., Odinczova E. V.* Income inequality and poverty in Russia: challenges for social policy // Economic and social changes: facts, trends, forecast. – 2021. – 14(4). – P. 28–44. – DOI: [10.15838/esc.2021.4.76.2](https://doi.org/10.15838/esc.2021.4.76.2).
4. *Bobkov V. N., Odinczova E. V., Bobkov N. V.* The relevance of the development and implementation of a national program to increase incomes, reduce poverty and inequality in the Russian Federation // Standard of living of the population of Russian regions. – 2020. – 16(2). – P. 9–24. – DOI: [10.19181/lsprr/2020.16.2.1](https://doi.org/10.19181/lsprr/2020.16.2.1).
5. *Bochanov M. A.* Reducing poverty among large families: directions of state policy of the Russian Federation // Socio-political sciences. – 2024. – 14(2). – P. 55–61. – DOI: [10.33693/2223-0092-2024-14-2-55-61](https://doi.org/10.33693/2223-0092-2024-14-2-55-61).
6. Income inequality and poverty in the Russian Federation. – 2021. – URL: <https://www.oecd.org>.
7. *Lyasnikov N. V., Lyasnikova Y. V.* Measuring poverty and social programs to reduce poverty in the Russian Federation // Bulletin of the Academy of Law and Management. – 2023. – No. 2. – P. 45–52. – URL: <https://sciup.org/izmerenie-bednosti-i-socialnye-programmy-po-snizheniju-bednosti-v-rossijskoj-14128781>.
8. *Romajkin P. D.* Modernization of methodological approaches to assessing the effectiveness of government spending on social support for the population // Theoretical and applied economics. – 2024. – No. 2. – DOI: [10.25136/2409-8647.2024.2.71016](https://doi.org/10.25136/2409-8647.2024.2.71016).
9. *Romajkin P. D., Dorofeev M. L.* Improving goal setting in the social protection system of the population in the Russian Federation // Innovation and investment. – 2024. – 5). – URL: <https://elibrary.ru/item.asp?id=67969244>.
10. *Rossijskoj Federaczii M. truda i soczial'noj zashhity*'. Social contract as a tool for poverty reduction. – 2022. – URL: <https://mintrud.gov.ru>.
11. *Selivanova O. A., Koblenkov M. A.* Economic inequality and poverty in Russia: analysis of dynamics and international comparisons // Society and economy. – 2025. – No. 4. – P. 36–53. – DOI: [10.31857/S0207367625040035](https://doi.org/10.31857/S0207367625040035).
12. Socio-economic indicators of the standard of living of the population of the Russian Federation. – 2023. – URL: <https://rosstat.gov.ru>.
13. State program of the Russian Federation “Social support for citizens”. – 2021. – URL: <https://government.ru>.
14. Towards a new social contract: overcoming distribution contradictions in the countries of Europe and Central Asia. – 2020. – URL: <https://www.worldbank.org>.
15. *Zubarevich N. V.* Social inequality in Russian regions: trends and challenges of social policy // Regional studies of Russia. – 2020. – 10(4). – P. 301–310. – DOI: [10.1134/S207997052004009X](https://doi.org/10.1134/S207997052004009X).

The role of intellectual capital in the development of corporate-social innovations

© 2026 **Melnikova Lyubov Anatolyevna**

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

E-mail: Lamelnikova@mail.ru

This paper analyzes the relationship between corporate social technologies and intellectual capital. It establishes that effective management of intellectual resources provides the foundation for developing methodologies, tools, and levers for socioeconomic influence on corporate stakeholders. Developing an organization's intellectual potential through a socially oriented strategy helps stimulate economic activity with a focus on the social component, improving the social climate both within the corporate environment and at the societal level, which ultimately leads to improved well-being.

Keywords: *corporate social innovation, intellectual capital, economics, production, indicator.*

References

1. *Dmitriev N. D., Rogozina E. A., Filimonixina T. V.* Construction of an innovative quality management system // Business strategies. – 2020. – No. 2. – P. 45–49.
2. *Dmitriev N. D., Zajczev A. A.* The relationship between the introduction of social technologies and the development of human capital in an enterprise // Collection of scientific articles “Management of social innovations”. – CHEboksary’ : CHGPU im. I. YA. YAKovleva, 2019. – P. 97–106.
3. *E’skindarov M. A., Belyaeva I. Y., Belyaeva E. Y.* Corporate Social Responsibility. – Moscow : KnoRus, 2016. – 320 p. – ISBN 978-5-406-04173-4. – DOI: [10.15216/978-5-406-04173-4](https://doi.org/10.15216/978-5-406-04173-4). – EDN YIGHCR.
4. *Il’chenko S. V., Dmitriev N. D., Rokov A. I.* Intellectual capital as one of the factors in the development of social and corporate technologies // University Bulletin. – 2020. – No. 6. – P. 159–166.
5. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.
6. *Petrov A. M., Ly’mar’ M. P.* Comparative characteristics of the main provisions of the laws governing accounting in China and Russia // International accounting. – 2013. – 40(286). – P. 52–60. – EDN RDQOGD.
7. *Petrov A. M., Petrova O. A.* Arctic zone of the Russian Federation: socio-economic development and emerging problems // Economic Sciences. – 2022. – No. 213. – P. 162–166. – DOI: [10.14451/1.213.162](https://doi.org/10.14451/1.213.162). – EDN VCUHYS.
8. *Petrov A. M., Petrova O. A.* Synergistic effect from the transition to a unified information system for processing accounting and statistical information // Kant. – 2022. – 2(43). – P. 60–66. – DOI: [10.24923/2222-243X.2022-43.11](https://doi.org/10.24923/2222-243X.2022-43.11). – EDN GMNSWF.

9. *Petrov A. M., SHnajder V. V., Gavrilov D. V.* Internal financial control and internal financial audit - tools for eliminating financial irregularities // *Research Azimuth: Economics and Management*. – 2020. – Vol. 9, 4(33). – P. 271–276. – DOI: [10.26140/anie-2020-0904-0064](https://doi.org/10.26140/anie-2020-0904-0064). – EDN WHRBNX.
10. *Rokov A. I., Bakina E. S., Ledovskaya K. A.* Investments in human capital as a factor in the successful development of organizations and society in the era of the digital economy // *Business strategies*. – 2020. – No. 1. – P. 27–30.

The role of intellectual capital in the transformation of the Russian digital economy

© 2026 **Mustafaeva Sima Rajeddinovna**

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

E-mail: srmustafaeva@fa.ru

This study examines the typological classification of intellectual capital, including consumer, organizational, and human components. Particular attention is paid to the impact of intellectual capital on the progressive development of society, entrepreneurship, innovative production processes, the national economic system and its competitive position, and the state mechanism as a whole.

Keywords: *intellectual capital, economics, digitalization, consumer, organizational, human.*

References

1. *Babaev Y. A., Petrov A. M.* Accounting and control of receivables and payables : educational and practical guide. – Moscow : Prospekt, 2004. – 424 p. – ISBN 5-98032-701-0. – EDN QQHJQP.
2. Intellectual capital as a factor in the development of modern information technologies and the Russian economy / N. N. Mironova [et al.] // *Municipal Academy*. – 2020. – No. 1. – P. 48–52.
3. *Mironova N. N., Mironov S. V.* Factors of innovative management of an organization // *Bulletin of the National Institute of Business*. – 2019. – No. 37. – P. 175–179.
4. *Nedoluzhko O. V.* A theoretical approach to managing the formation and development of an organization's intellectual capital in the digital economy. *Science and Humanities Studies*. – 2024.
5. *Petrov A. M.* Control over the movement of receivables and payables. – 2004.
6. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.
7. *Petrov A. M., Kiseleva N. P., Kevorkova Z. A.* Present development practices for tax, financial and statistical reporting in the Russian Federation // *International Journal of Innovative Technology and Exploring Engineering*. – 2019. – Vol. 8, no. 12. – P. 3538–3542. – DOI: [10.35940/ijitee.L2626.1081219](https://doi.org/10.35940/ijitee.L2626.1081219). – EDN MYJLIZ.

8. *Petrov A. M., Ly'mar' M. P.* Comparative analysis of asset accounting in Russia and China // International accounting. – 2014. – 27(321). – P. 34–48. – EDN SGXKOD.
9. *Savchenko Y. Y.* Study of the changing role and structure of intellectual capital in the context of digital transformation // Creative economy. – 2022. – Vol. 16, no. 12. – P. 4935–4952. – DOI: [10.18334/ce.16.12.116772](https://doi.org/10.18334/ce.16.12.116772).
10. *Tolmachev M., Petrova O.* Implementaciones de medidas para el desarrollo del potencial económico de la infraestructura de la zona ártica // Revista Electrónica de Investigación en Ciencias Económicas. – 2022. – Vol. 10, no. 20. – P. 115–128. – DOI: [10.5377/reice.v10i20.16030](https://doi.org/10.5377/reice.v10i20.16030). – EDN VOKDLY.

Prospects and current situation of green investments in the context of implementing tasks to ensure sustainability of development

© 2026 **Petrov Alexander Mikhailovich**

Doctor of Economic Sciences (Advanced Doctor), professor of Business Analysis Department.

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

E-mail: palmi@inbox.ru

The study was based on sustainable development principles and a problem-based approach to green finance. Specific features of the development of environmentally responsible financing in the Russian market were identified. Ways to overcome these challenges were proposed, and vectors for improving green financial mechanisms were outlined. The paper examined the current state and dynamics of the environmental finance market and identified barriers hindering the spread of green finance instruments. To achieve global and national harmonization of environmental finance standards and policies, it is necessary to develop a legislative framework for sustainable development and create incentives for the use of green finance instruments. Public demand for environmental protection and environmentally responsible development dictates the need to increase the transparency of environmentally focused financial instruments through the provision of reliable data, strengthened regulatory oversight, and stricter reporting standards in this area.

Keywords: *green investments, finance, sustainable development, ecology, bonds.*

References

1. *Boby'lev S. N.* New priorities for the economy and green financing // Economic revival of Russia. – 2021. – 67(1). – P. 152–166. – DOI: [10.37930/1990-9780-2021-1-67-152-166](https://doi.org/10.37930/1990-9780-2021-1-67-152-166).
2. *Bogachov S., Litvin V., Afanasieva O.* Modeling the development of alternative energy sources // International Journal of Energy, Environment, and Economics. – 2024. – Vol. 31, no. 4. – P. 499–516. – EDN FVEGOY.

3. Decree of the Government of the Russian Federation of September 21, 2021 No. 1587 “On approval of criteria for sustainable (including green) development projects in the Russian Federation and requirements for the verification system for sustainable (including green) development projects in the Russian Federation”.
4. Global landscape of renewable energy finance 2023 Executive Summary. – URL: <https://www.irena.org/Publications/2023/Feb/Global-landscape-of-renewable-energy-finance-2023> (visited on 01/28/2026).
5. *Muzalev S., Nikiforova E., Narbut V.* Tools for Business Climate Transformation: Regional Aspect // Journal of Lifestyle and SDGs Review. – 2025. – Vol. 5, no. 2. – e04044. – DOI: [10.47172/2965-730x.sdgsreview.v5.n02.pe04044](https://doi.org/10.47172/2965-730x.sdgsreview.v5.n02.pe04044). – EDN AQLFOP.
6. *Petrova O. A.* Business social responsibility concept // Economic Sciences. – 2021. – No. 205. – P. 474–477. – DOI: [10.14451/1.205.474](https://doi.org/10.14451/1.205.474). – EDN VXFYMS.
7. *Petrova O. A.* Data quality issues and their impact on business analytics results // Russian Journal of Management. – 2025. – Vol. 13, no. 10. – P. 110–118. – DOI: [10.29039/2500-1469-2025-13-10-110-118](https://doi.org/10.29039/2500-1469-2025-13-10-110-118). – EDN JIHCAT.
8. *Petrova O. A.* Factors and conditions for economic growth in regions of the Russian Federation // Economic Sciences. – 2023. – No. 219. – P. 129–131. – DOI: [10.14451/1.219.129](https://doi.org/10.14451/1.219.129). – EDN RCEVOC.
9. *Prudnikova A. A.* Green finance for achieving sustainable development goals: current status and prospects // Economy. Taxes. Right. – 2023. – 16(3). – P. 16–23. – DOI: [10.26794/1999-849X-2023-16-3-16-23](https://doi.org/10.26794/1999-849X-2023-16-3-16-23).
10. *Tolmachev M., Petrova O.* Implementaciones de medidas para el desarrollo del potencial económico de la infraestructura de la zona ártica // Revista Electrónica de Investigación en Ciencias Económicas. – 2022. – Vol. 10, no. 20. – P. 115–128. – DOI: [10.5377/reice.v10i20.16030](https://doi.org/10.5377/reice.v10i20.16030). – EDN VOKDLY.

Expansion of financial instruments for the implementation of projects aimed at the sustainable development of Russian cities

© 2026 **Petrov Alexander Mikhailovich**

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

E-mail: palmi@inbox.ru

This study focuses on the financial mechanisms for implementing infrastructure initiatives to ensure the environmental sustainability of urban spaces. A key finding points to the optimality of a combined approach combining public funds and business investment for implementing large-scale long-term concepts such as water systems and green spaces. The paper evaluates various mechanisms and organizational structures that facilitate the environmental transformation of municipalities. The author views the municipality as the basic spatial unit for implementing the principles of long-term environmental well-being. Successful implementation of environmentally oriented initiatives in municipalities requires the development of effective mechanisms for attracting capital from institutional investors, as well as support for pilot programs in communities that adhere to environmental, social, and corporate governance principles, as confirmed by the results of the analysis.

Keywords: *sustainable development, Russian Federation, city, finance, ecology.*

References

1. "Green" finance: development process and transformation prospects. / ed. by L. S. Kabir, M. V. Sigova. – M., SPb. : MBI imeni Anatoliya Sobchaka, 2020. – 216 p.
2. Digital Russia Index / Skolkovo. – 2019. – URL: https://finance.skolkovo.ru/downloads/documents/FinChair/Research_Reports/SKOLKOVO_Digital_Russia_Report_Full_2019-04_ru.pdf (visited on 01/25/2026).
3. Environmental rating of cities. Ministry of Natural Resources and Ecology of the Russian Federation. – 2017. – URL: <http://www.mnr.gov.ru/activity/ekologicheskij-rejting-gorodov> (visited on 01/25/2026).
4. *Gerasimova E. B., Kevorkova Z. A., Krishtaleva T. I.* Assessment of the effectiveness of development of the Arctic zone of the Russian Federation. – 2024. – EDN KBQQYU.
5. Index of development of public infrastructure of Russian cities. Institute of Regional Studies and Urban Planning, National Research University Higher School of Economics. – 2017. – URL: <http://media.rsp.ru/document/1/6/f/6fb7400191a20c19538757dba8e0ad63.pdf> (visited on 01/25/2026).
6. *Lipina S. A., Starczewa O. P.* New opportunities for financing projects for sustainable development of Russian cities // *Issues of innovative economics*. – 2021. – Vol. 11, no. 4. – P. 1755–1772. – DOI: [10.18334/vinec.11.4.113806](https://doi.org/10.18334/vinec.11.4.113806).
7. *Petrova O. A.* Venture capital as a driver of innovation: opportunities and risks for modern investors // *Russian Journal of Management*. – 2024. – Vol. 12, no. 4. – P. 124–130. – DOI: [10.29039/2500-1469-2024-12-4-124-130](https://doi.org/10.29039/2500-1469-2024-12-4-124-130). – EDN VRJAGW.
8. Sustainable urban development : collective monograph / ed. by K. V. Papenov, S. M. Nikonorov, K. S. Sitkina. – Moscow : E'konomicheskij fakul'tet MGU imeni M. V. Lomonosova, 2019. – 288 p.
9. *Tolmachev M., Petrova O.* Implementaciones de medidas para el desarrollo del potencial económico de la infraestructura de la zona ártica // *Revista Electrónica de Investigación en Ciencias Económicas*. – 2022. – Vol. 10, no. 20. – P. 115–128. – DOI: [10.5377/reice.v10i20.16030](https://doi.org/10.5377/reice.v10i20.16030). – EDN VOKDLY.
10. Voluntary National Review of the Russian Federation on the implementation of the 2030 Agenda for Sustainable Development / Analytical Center for the Government of the Russian Federation. – 2020. – 240 p.

Sources of financing for environmentally responsible growth and the associated economic threats: international and domestic perspectives

© 2026 **Petrova Olga Aleksandrovna**

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

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

E-mail: OAPetrova@fa.ru

Global and Russian prospects for sustainable development are closely linked to financial risk management and the search for reliable sources of financing. In today's context of economic instability, financial challenges are having a significant impact on the implementation of sustainable development programs. Research into mechanisms for raising capital and minimizing risks is becoming key to ensuring long-term stability and effective development both internationally and in Russia. The global community and Russia continue to pursue carbon neutrality, even in the face of unprecedented sanctions pressure on the Russian Federation, a global energy collapse, and critical geopolitical and geo-financial tensions. This process is unfolding against a backdrop of instability in energy and financial markets, a decline in carbon transactions, and a decline in global investment flows triggered by pandemic restrictions and sanctions. Implementation of the green agenda faces serious obstacles: insufficient funds for financing sustainable development, minimal participation by developing countries, and the dominance of public funding sources over private ones.

Keywords: *finance, ecology, threat, crisis, indicator, capital.*

References

1. *Babaev Y. A., Petrov A. M.* Accounting and control of receivables and payables : educational and practical guide. – 2004. – EDN QQHJQP.
2. *Karni M.* Clean and green finance. A new sustainable financial system can provide the world with a net-zero emissions future / Finance, Development. – 2021.
3. *Petrov A. M.* Control over the movement of receivables and payables. – 2004.
4. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.

5. *Petrov A. M., Kiseleva N. P., Kevorkova Z. A.* Present development practices for tax, financial and statistical reporting in the Russian Federation // *International Journal of Innovative Technology and Exploring Engineering*. – 2019. – Vol. 8, No. 12. – P. 3538–3542. – DOI: [10.35940/ijitee.L2626.1081219](https://doi.org/10.35940/ijitee.L2626.1081219). – EDN MYJLIZ.
6. *Petrov A. M., Ly'mar' M. P.* Comparative analysis of asset accounting in Russia and China // *International accounting*. – 2014. – 27(321). – P. 34–48. – EDN SGXKOD.
7. Russian renewable energy market: current status and development prospects / ARVE. – 2022. – URL: <https://rreda.ru> (visited on 01/29/2026).
8. *SHelepov A. V.* MDB approaches to attracting private investment to implement the SDGs: opportunities and risks // *Bulletin of international organizations*. – 2018. – Vol. 13, no. 4. – P. 144–159.
9. UN chief calls for 'zero tolerance' for empty climate promises. – URL: <https://news.un.org/ru/story/2022/11/1434512> (visited on 01/29/2026).
10. *Xominich I. P., Dy'k N. X.* Financial risks and sources of financing for sustainable development: global and Russian aspects. *Bulletin of the Russian Economic University*. G. V. Plekhanova. – 2023.

Study of targeted financing mechanisms for sustainable development projects

© 2026 **Petrova Olga Aleksandrovna**

Candidate of Economic Sciences, Associate Professor of the Department of Business Analytics.
Financial University under the Government of the Russian Federation, Moscow.

E-mail: OAPetrova@fa.ru

This study analyzes the mechanisms for financial support of the concept of sustainable development. The paper presents an assessment of the positive and negative aspects of these mechanisms and examines their evolutionary trends. The sustainable development agenda and digitalization processes are key areas of contemporary development, demonstrating stable growth in recent years and attracting the interest of stakeholders at various levels. Sanction restrictions have created a situation in which domestic companies operate in isolation from international markets, significantly limiting their access to foreign sources of capital.

Keywords: *finance, sustainable development, crowdfunding, capital, ecology.*

References

1. ESG strategy of VEB.RF for the period until 2024 and for the future until 2030. – URL: <https://veb.ru/files/?file=410d03ae2c7aee9e841cbe8c9ae64115.pdf> (visited on 01/27/2026).
2. *Imanbayeva Z., Mussirov G., Nurgaliyeva A.* Enhancing Agricultural Efficiency and Land Resource Management through Information Systems // *Qubahan Academic Journal*. – 2024. – Vol. 4, no. 2. – P. 342–354. – DOI: [10.48161/qaj.v4n2a543](https://doi.org/10.48161/qaj.v4n2a543). – EDN EWOMFJ.

3. Overview of the crowdfunding market in Russia. 2021 and first quarter of 2022: information and analytical material. – Moscow : Bank Rossii, 2022. – 11 p. – URL: http://www.cbr.ru/collection/collection/file/42097/crowdfunding_market_01_2022.pdf (visited on 01/27/2026).
4. *Petrov A., Poltarykhin A., Alekhina N.* The relationship between religious beliefs and coping with the stress of covid-19 // *HTS Teologiese Studies*. – 2021. – Vol. 77, no. 1. – a6487. – DOI: [10.4102/hts.v77i1.6487](https://doi.org/10.4102/hts.v77i1.6487). – EDN YDXXSC.
5. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – 2008. – EDN QSSZRF.
6. *Petrov A. M., Ly'mar' M. P.* Comparative characteristics of the main provisions of the laws governing accounting in China and Russia // *International accounting*. – 2013. – 40(286). – P. 52–60. – EDN RDQOGD.
7. *Petrov A. M., Ly'mar' M. P.* History of the development of accounting in Russia and China // *International accounting*. – 2013. – 12(258). – P. 56–63. – EDN PWOTEZ.
8. *Petrov A. M., SHnajder V. V., Gavrilov D. V.* Internal financial control and internal financial audit are tools for eliminating financial violations // *Research Azimuth: Economics and Management*. – 2020. – Vol. 9, 4(33). – P. 271–276. – DOI: [10.26140/anie-2020-0904-0064](https://doi.org/10.26140/anie-2020-0904-0064). – EDN WHRBNX.
9. *Rumyanczeva A. Y., Tarut'ko O. A.* Analysis of special instruments for financing sustainable development // *Economics and management*. – 2023. – Vol. 29, no. 2. – P. 200–212. – DOI: [10.35854/1998-1627-2023-2-200-212](https://doi.org/10.35854/1998-1627-2023-2-200-212).
10. The impact of digital transformation on the process of Russian enterprises entering international financial markets / *A. Rumyantseva [et al.]* // *DEFIN-2021: IV International scientific and practical conference*. New York: Association for Computing Machinery. – 2021. – No. 89. – P. 1–4. – DOI: [10.1145/3487757.3490944](https://doi.org/10.1145/3487757.3490944).

The impact of digitalization on the effectiveness of social enterprises in small and medium-sized cities

© 2026 **Sabitov Shamil Kamilevich**

Graduate student. Kazan Cooperative Institute, Russia.

E-mail: larrypoistone@gmail.com

© 2026 **Bardasova Eleonora Vyacheslavovna**

Doctor of Economics. Professor of the Department of Economics and Management. Kazan Cooperative Institute, Russia.

E-mail: eleonora.bardasova@gmail.com

The article analyzes the mechanisms of the impact of digitalization on the operational, financial and social effectiveness of social enterprises. The relevance of the topic is due to the rapid development of digital technologies and their increasing role in the transformation of socially oriented business, especially in conditions of limited resources of small and medium-sized cities. Based on a survey of 78 social enterprises from 15 regions of the Russian Federation, key digital tools that are most in demand in everyday activities have been identified and barriers to their implementation have been identified. It has been established that enterprises that actively use digital platforms to interact with customers, manage projects, and attract financing demonstrate higher indicators of sustainability and social impact. At the same time, the lack of digital competencies, lack of financial resources and weak communication infrastructure in small towns significantly limit the potential for digital transformation. The results obtained can be used to improve state support for social entrepreneurship at the regional level.

Keywords: *digital technologies, social entrepreneurship, efficiency, digital platform, sustainable development, digitalization, sustainability, digitalization.*

References

1. *Andrushhenko A. L., Kruglova E. L. Gender aspects of social entrepreneurship in Russia // Digital Sociology. – 2024. – No. 2. – URL: <https://cyberleninka.ru/article/n/gendernye-aspekty-sotsialnogo-predprinimatelstva-v-rossii> (visited on 12/05/2025).*
2. *Baklanov I. A. Methodology for assessing the effectiveness of social work: problems, prospects // Bulletin of Science. – 2023. – Vol. 2, 12 (69). – P. 971-977.*
3. *Development of regional infrastructure is a path to increasing the competitiveness and attractiveness of rural areas / V. P. Kolmakov [et al.] // Food Policy and Security. – 2025. – Vol. 12, no. 4. – DOI: [10.18334/ppib.12.4.124366](https://doi.org/10.18334/ppib.12.4.124366).*

4. *Elkington J.* Cannibals with Forks: The Triple Bottom Line of 21st Century Business. – Gabriola Island : New Society Publishers, 1998. – 402 p.
5. Financing SMEs and Entrepreneurs 2023: An OECD Scoreboard. Paris: OECD Publishing / OECD. – 2023. – URL: https://www.oecd.org/en/publications/2023/03/oecd-financing-smes-and-entrepreneurs-scoreboard-2023-highlights_6060c026.html.
6. Funding the Story of Hybrid Ventures: Crowdfunder Lending Preferences and Linguistic Hybridity / T. W. Moss [et al.] // *Journal of Business Venturing*. – 2017. – Vol. 33, no. 5. – P. 643–659. – DOI: [10.1016/j.jbusvent.2017.12.004](https://doi.org/10.1016/j.jbusvent.2017.12.004).
7. *Grigor'eva I. A., Chikadze E. Z.* Availability of social services in the digital era: new challenges // *Journal of Social Policy Research*. – 2023. – Vol. 21, no. 1. – P. 29–44. – DOI: [10.17323/1727-0634-2023-21-1-29-44](https://doi.org/10.17323/1727-0634-2023-21-1-29-44). – EDN TUVWXY.
8. *Guo C., Saxton G. D.* Tweeting Social Change: How Social Media Are Changing Nonprofit Advocacy // *Nonprofit and Voluntary Sector Quarterly*. – 2013. – Vol. 43, no. 1. – P. 57–79. – DOI: [10.1177/0899764012471585](https://doi.org/10.1177/0899764012471585).
9. *Haugh H.* The Importance of Theory in Social Enterprise Research // *Social Enterprise Journal*. – 2012. – Vol. 8, no. 1. – P. 7–15. – DOI: [10.1108/17508611211226557](https://doi.org/10.1108/17508611211226557).
10. *Mersyanova I. V., Ivanova N., Bryuxno A. S.* Has the digital competence of Russian NGOs changed during the pandemic? // *Sociological research*. – 2022. – No. 9. – P. 38–48.
11. On the development of small and medium-sized businesses in the Russian Federation: Federal Law dated July 24, 2007 No. 209-FZ (as amended on December 25, 2023). – URL: https://www.consultant.ru/document/cons_doc_LAW_52144/ (visited on 12/04/2025).
12. *Patrakeeva O. Y.* Social entrepreneurship in Russia: opportunities and development prospects // *Social entrepreneurship and corporate social responsibility*. – 2021. – Vol. 2, no. 3. – P. 149–160. – DOI: [10.18334/social.2.3.113670](https://doi.org/10.18334/social.2.3.113670).
13. *Peredo A. M., Chrisman J. J.* Toward a Theory of Community-Based Enterprise // *Academy of Management Review*. – 2004. – Vol. 31, no. 2. – P. 309–328. – DOI: [10.5465/amr.2006.20208683](https://doi.org/10.5465/amr.2006.20208683).
14. *Seyfang G., Smith A.* Grassroots Innovations for Sustainable Development: Towards a New Research and Policy Agenda // *Environmental Politics*. – 2007. – Vol. 16, no. 4. – P. 584–603. – DOI: [10.1080/09644010701419121](https://doi.org/10.1080/09644010701419121).
15. Social entrepreneurship in Russia: portrait, areas of activity, difficulties – research results / Our Future Foundation. – URL: <https://nb-fund.ru/press-center/news/sotsialnoe-predprinimatelstvo-v-rossii-portret-sfery-deyatelnosti-trudnosti-rezultaty-issledovaniya/> (visited on 12/06/2025).

Application of reengineering in the transformation of industrial control systems

© 2026 **Sborshchikov Sergey Borisovich**

Dr.Sci. (Econ.), Professor, Head of the Department of Industrial Management. National University of Science and Technology MISIS, Moscow.

E-mail: sborshchikov.sb@misis.ru

© 2026 **Mazur Kirill Evgenievich**

Postgraduate Student of the Department of Industrial Management. National University of Science and Technology MISIS, Moscow.

E-mail: m2207180@edu.misis.ru

This article focuses on the application of reengineering in the transformation of industrial enterprise management systems. In the context of global competition and digitalization, industrial enterprises are faced with the need for a fundamental revision of management principles and methods.

In response to these challenges, the concept of business process reengineering is emerging as a radical transformation tool.

Keywords: *reengineering, industrial enterprises, business processes, transformation, digitalization, management, ERP/MES systems, management system.*

References

1. Cat Reman Process. – URL: <https://www.caterpillar.com/ru/company/sustainability/remanufacturing/process.html> (visited on 01/08/2026).
2. *Dolganova O. I., Vinogradova E. V., Lobanova A. M.* Business Process Modeling : textbook and workshop for universities / ed. by O. I. Dolganova. – 3rd ed. – Moscow : YUrajt, 2025. – 245 p. – ISBN 978-5-534-17914-9.
3. *Dorofeeva V. V.* Reengineering at an industrial enterprise : educational and methodological manual for studying the discipline for master's degree in the direction of training "38.04.02 Management", profile of the program "Industrial Management". – Kaliningrad : KGTU, 2023. – 68 p.
4. LLC "UAC-Engineering". – URL: <https://uacrussia.ru/ru/corporation/uac-engineering> (visited on 01/08/2026).
5. *Plotnikova A. I.* Business Process Reengineering: Basic Rules for Achieving Success // Alley of Science. – 2021. – Vol. 1, 4(55). – P. 393–398.
6. *Ponomareva S. V., Ezhova Y. A.* Basic methodological aspects of management and development of business processes of an industrial enterprise. Regional and sectoral economics. – 2024. – DOI: [10.47576/2949-1916.2024.3.3.023](https://doi.org/10.47576/2949-1916.2024.3.3.023).

7. *Popugaeva E. A., Eroxina E. V.* Application of business process reengineering in enterprises based on logistics concepts // *Economics: yesterday, today, tomorrow*. – 2022. – Vol. 12, no. 3-1. – P. 328–335. – DOI: [10.34670/AR.2022.20.77.039](https://doi.org/10.34670/AR.2022.20.77.039).
8. *Prytkova E. A., Davy'dov V. M.* Features of reengineering technological processes at industrial enterprises // *Bulletin of Magnitogorsk State Technical University im. G. I. Nosova*. – 2023. – Vol. 21, no. 4. – P. 176–183. – DOI: [10.18503/1995-2732-2023-21-4-176-183](https://doi.org/10.18503/1995-2732-2023-21-4-176-183).
9. *Sanovich M. A., Sanovich I. O.* Basic approaches to reengineering business processes at an industrial enterprise // *Current issues of modern economics*. – 2021. – No. 8. – P. 131–141.
10. *Sborshnikov S. B., Lazareva N. V.* Theoretical foundations and practices of implementing reengineering in construction // *Bulletin of MGSU*. – 2024. – 19(11). – P. 1824–1834. – DOI: [10.22227/1997-0935.2024.11.1824-1834](https://doi.org/10.22227/1997-0935.2024.11.1824-1834).
11. *Sborshnikov S. B., Mazur K. E.* Assessing the potential of Russian industrial enterprises for integration in new economic conditions // *Economics and management: problems, solutions*. – 2025. – Vol. 7, no. 10. – P. 62–68. – DOI: [10.36871/ek.up.p.r.2025.10.07.008](https://doi.org/10.36871/ek.up.p.r.2025.10.07.008).
12. *Sborshnikov S. B., Mazur K. E., Ageev M. A.* The impact of digitalization on the implementation of integration processes of industrial companies // *Industrial Economics*. – 2025. – 18(2). – P. 265–274. – DOI: [10.17073/2072-1633-2025-2-1437](https://doi.org/10.17073/2072-1633-2025-2-1437).
13. Sustainable development: policies, approaches and principles / *Metalloinvest*. – URL: <https://www.metalloinvest.com/development> (visited on 01/08/2026).
14. *Xammer M.* Reengineering: Don't Automate - Destroy. – URL: <https://www.cfin.ru/chuvakhin/bpr.shtml> (visited on 01/08/2026).
15. *Xammer M., CHampi Dzh.* Reengineering the Corporation: A Manifesto for a Business Revolution : trans. from the English by. – Moscow : Mif, 2011. – 288 p. – ISBN 978-5-91657-203-2.
16. *YArmonova E. S.* Reengineering of business - enterprise processes : Collection of articles of the National (All-Russian) scientific and practical conference with international participation, Kirov, October 22, 2022 // *Innovative research: experience, problems of implementing results and ways to solve them*. – Ufa : Omega sajn, 2022. – P. 81–85. – ISBN 978-5-907581-49-4.

Erosion of trust in banking services following cyberattacks: mechanisms, consequences, and recovery strategies

© 2026 **Selyugina Svetlana Viktorovna**

Director of the Faculty of Economics and Applied Sciences. IBI named after Anatoliy Sobchak, St. Petersburg, Russia.

E-mail: seluygina@ibispb.ru

This article examines the phenomenon of eroding client trust in corporate information systems, services, and products of banks, credit institutions, and other financial organizations against the backdrop of a significant increase in the number, sophistication of tactics, and complexity of cyberattacks. Based on the analysis of statistical data, industry reports, and specific incidents in the Russian Federation and globally, the primary mechanisms through which cyber threats influence the perception of banks' reliability and financial stability are presented. The work considers both direct (financial losses) and indirect (reputational) consequences of cyberattacks and analyzes customer behavior, including deposit withdrawals and switching financial institutions. Particular attention is paid to the increasing role of regulators and the transformation of information security strategies within banks, credit institutions, and other financial organizations. This research formulates potential comprehensive measures necessary for restoring and maintaining client trust in the context of the digital economy.

Keywords: *information security, banks, cyber impacts, cyberattacks, cybersecurity, customer trust, data breach, financial risks, economic security.*

References

1. Analytical report on cybersecurity and artificial intelligence: June 20-26, 2025 / Information technology, cybersecurity, artificial intelligence. – URL: <https://newsletter.radensa.ru/archives/9215> (visited on 01/19/2026).
2. Banking informatization trends / Tadviser. – URL: <https://www.tadviser.ru/index.php> (visited on 01/20/2026).
3. Creating an effective security monitoring system / RBC. – URL: <https://companies.rbc.ru/news/7jnWCMB0zq/sozdanie-effektivnoj-sistemyi-monitoringa-bezopasnosti/?ysclid=mkleo6ltqa435764078> (visited on 01/20/2026).
4. Cyber threats in the financial sector: protecting data and transactions / INFARS. – URL: <https://infars.ru/blog/kiberugrozy-v-finansovom-sektore-zashchita-dannykh-i-tranzaktsiy> (visited on 01/19/2026).

5. Data leaks from Russian banks / Tadviser. – URL: https://www.tadviser.ru/index.php/Статья:Утечки_данных_из_банков_России (visited on 01/19/2026).
6. Information security of banks: problems, threats and methods of protection / ABP2B. – URL: <https://abp2b.com/tpost/spg94824n1-informatsionnaya-bezopasnost-bankov-prob#popup:infoblockbb> (visited on 01/19/2026).
7. Petrova Y. Experts named the main cyber threats to banks and their clients in 2025 / Forbes. – URL: <https://www.forbes.ru/finansy/528907-eksperty-nazvali-glavnye-kiberugrozy-dla-bankov-i-ih-klientov-v-2025-godu> (visited on 01/19/2026).
8. Review of the main types of computer attacks in the financial sector in 2024 / Bank of Russia. – 2025. – URL: https://www.cbr.ru/collection/collection/file/55129/attack_2024.pdf (visited on 01/19/2026).
9. Rising cyber threats raise serious concerns about financial stability / IMF. – URL: <https://www.imf.org/ru/blogs/manuals/2024/04/09/rising-cyber-threats-pose-serious-concerns-for-financial-stability> (visited on 01/19/2026).
10. The number of leaked personal data in 2024 increased by a third / InfoWatch. – URL: <https://www.infowatch.ru/company/presscenter/news/kolichestvo-slitykh-personalnykh-dannykh-v-dve-tysyachi-dvadsat-chetvertom-godu-vyroslo-na-tret> (visited on 01/19/2026).

The role of control and analytical procedures in managing a company's financial stability

© 2026 **Schnaider Olga Vladimirobna**

Candidate of Economic Sciences, Associate Professor. Financial University under the Government of the Russian Federation, Moscow.

E-mail: ovshnajder@fa.ru

This article examines the systemic relationship between control and analytical procedures and ensuring the financial stability of companies in the face of current market volatility, considering these procedures as a strategic management tool that transforms operational data sets into an information basis for informed decision-making. A detailed analysis of a multi-level toolkit, including ratio, trend, and factor analysis, as well as modern predictive modeling and stress testing methods, is provided, enabling the proactive identification of risks and hidden reserves. Particular attention is paid to the organizational aspects of implementing three levels of control, practical examples of the influence of analytical findings on management decisions, and the prospects for digital transformation through the introduction of modern information and analytical tools that facilitate the transition to continuous monitoring of financial performance.

Keywords: *control and analytical procedures, financial stability, ratio analysis, risk management, predictive modeling, digital transformation, controlling systems, management decisions.*

References

1. *Aikman D.* Macro-Prudential Stress Test Models: A Survey // IMF Working Papers. – 2023. – Aug. – Vol. 2023, no. 173. – P. 1. – ISSN 1018-5941. – DOI: [10.5089/9798400249921.001](https://doi.org/10.5089/9798400249921.001).
2. *Altman E. I.* Financial distress prediction in an international context: A review and empirical analysis of Altman's Z-score model // Journal of international financial management & accounting. – 2017. – Vol. 28, no. 2. – P. 131–171.
3. *CHekalin E. N., Samojlova T. D.* The essence of financial stability and its management // Bulletin of the Tula branch of the Financial University. – 2023. – No. 1. – P. 141–144. – EDN DHGVCM.
4. *Ery'kalin M. I.* The essence and role of control and analytical procedures at the enterprise : Collection of scientific papers based on the materials of the IV International Scientific and Practical Conference, Anapa, March 05, 2025 // Current issues of science and practice and prospects for their solutions. – Anapa, 2025. – P. 20–25. – EDN KEZKKW.
5. *Gazi F., Atan T., Kılıç M.* The Assessment of Internal Indicators on The Balanced Scorecard Measures of Sustainability // Sustainability. – 2022. – July. – Vol. 14, no. 14. – P. 8595. – ISSN 2071-1050. – DOI: [10.3390/su14148595](https://doi.org/10.3390/su14148595).
6. *Gusarova L. V.* Matrix of financial stability of state commercial organizations as a tool of internal and external control // Modern economy: problems and solutions. – 2025. – No. 5. – P. 86–98.
7. *Petrov A., Tolmachev M., Shlychkov D.* Analysis of current trends of employment diversification at the international level: Case study of pharmacy industry // Systematic Reviews in Pharmacy. – 2020. – Vol. 11, no. 12. – P. 1383–1390. – DOI: [10.31838/srp.2020.12.206](https://doi.org/10.31838/srp.2020.12.206). – EDN IUCVLI.
8. *Petrov A. M., Petrova O. A.* Synergistic effect from the transition to a unified information system for processing accounting and statistical information // Kant. – 2022. – 2(43). – P. 60–66. – DOI: [10.24923/2222-243X.2022-43.11](https://doi.org/10.24923/2222-243X.2022-43.11). – EDN GMNSWF.
9. *Petrov A. M., Yurasova I. O., Putihin Y. E.* Accountant modeling technology and statistics in the context of the new educational concept // International Journal of Innovative Technology and Exploring Engineering. – 2019. – Vol. 8, no. 12. – P. 3214–3217. – DOI: [10.35940/ijitee.L3061.1081219](https://doi.org/10.35940/ijitee.L3061.1081219). – EDN BLVRMN.
10. *Zamil M. H., Mohiuddin M., Mamun M. N. H.* Business Intelligence systems in finance and accounting: a review of real-time dashboarding using Power BI & Tableau // American Journal of Scholarly Research and Innovation. – 2024. – Vol. 3, no. 2. – P. 52–79. – DOI: [10.63125/fy4w7w04](https://doi.org/10.63125/fy4w7w04).

The effectiveness of the developer's operational activities: the genesis of the conceptual framework

© 2026 **Shtun Valentin Alekseevich**

Analyst. Lingonberry LLC. A specialized developer.

E-mail: valsht12@yandex.ru

This article examines the concept and evolution of “operational efficiency” in the context of the construction industry. The author identifies resource-based and market-based components of efficiency, with cost, quality, time, and flexibility as key assessment parameters. Author determined the role of stakeholders, whose interests are becoming a key driver of operational performance. The author has developed a structural model for managing enterprise operational efficiency. We conclude that this approach is essential for the construction industry's transition from extensive to intensive development based on the optimization of key operational processes.

Keywords: *operational performance, efficiency, development, construction industry, productivity.*

References

1. *Avkiran N. K., Morita H.* Benchmarking firm performance from a multiple-stakeholder perspective with an application to Chinese banking // *Omega*. – 2010. – Vol. 38, no. 6. – P. 501–508.
2. *Baranov A. V., Anisimov A. Y.* Operational efficiency of the organization and factors influencing it // *Economics: yesterday, today, tomorrow*. – 2024. – Vol. 14, 11A. – P. 110–124.
3. *Baxarev D. K.* Operational efficiency: genesis of the concept and essential characteristics // *Scientific notes of the Crimean Federal University named after V. I. Vernadsky. Economics and management*. – 2024. – Vol. 10, no. 3. – P. 3–12.
4. *Karaseva E. D.* Operational efficiency of the enterprise // *Industrial economy*. – 2018. – No. 1. – P. 23–25.
5. *Liu Y., Kim W., Zhang N.* Does Stakeholder Orientation Improve Firms' Operations? Evidence from Inventory Management // *Journal of Business Ethics*. – 2025. – P. 1–28.
6. *Novakova O. N.* Problems of increasing the efficiency of an enterprise's operating activities // *Science symbol*. – 2016. – No. 9–1. – P. 127–130.
7. *Rubin A. G.* Modern approaches to managing an enterprise's operational strategy // *Basic Research*. – 2015. – No. 5–2. – P. 438–441.
8. *SHamileva E. E., Prigoczkaya Y. D.* Operating activities of the enterprise: assessment and management system // *Basic and applied scientific research: current issues, achievements and innovations*. – 2020. – P. 126–129.
9. *Trineeva L. T., Filatova M. V., CZukanova K. A.* The genesis of the concept of “operational efficiency” within the framework of the development of the concept of lean manufacturing // *RSEU*. – 2023. – 4 (63). – P. 187–196.

10. Zenevich D. A. Operational efficiency and reserves for its improvement : collection of materials of the 79th student scientific and technical conference // Engineering economics. – Minsk : BNTU, 2023. – P. 98–101.

A systemic-synergetic approach to managing the efficiency of enterprise innovation activities

© 2026 **Suloeva Svetlana Borisovna**

Professor of Graduate School of Industrial Economics, Institute of Industrial Management, Economics and Trade, doctor of Economics, Professor. University: Peter the Great St. Petersburg Polytechnic University.

E-mail: suloeva_sb@mail.ru

© 2026 **Burova Ekaterina Valerevna**

Associate Professor of Graduate School of Industrial Economics, Institute of Industrial Management, Economics and Trade, Candidate of Economic Sciences, Associate Professor. Peter the Great St. Petersburg Polytechnic University.

E-mail: ekapetr@mail.ru

© 2026 **Kliuchareva Natalia Sergeevna**

Associate Professor of Graduate School of Industrial Management, Institute of Industrial Management, Economics and Trade. Candidate of Economic Sciences, Associate Professor. University: Peter the Great St. Petersburg Polytechnic University.

E-mail: klucharevan@yandex.ru

© 2026 **Pishchalkin Denis Nikolaevich**

Applicant of Graduate School of Industrial Economics, Institute of Industrial Management, Economics and Trade. Peter the Great St. Petersburg Polytechnic University.

E-mail: pishchalkin.denis@mail.ru

At the current stage of Russian economy development, the effective functioning of an industrial enterprise is closely linked to its ability to implement innovations based on the achievements of scientific and technological progress, market methods of economic activity and management. The authors propose to use a system-synergetic approach in managing the effectiveness of innovation activities, which will take into account the characteristics of a modern industrial enterprise as an open system operating under conditions of uncertainty.

Keywords: *performance evaluation, innovation activity, industrial enterprise, performance factors, digitalization of the economy.*

References

1. *Akchulpanov Y. K.* Approaches to assessing the effectiveness of the functioning of the regional innovation system // *Economics Profession Business*. – 2022. – No. 4. – URL: <https://cyberleninka.ru/article/n/podhody-k-otsenke-effektivnosti-funktsionirovaniya-innovatsionnoy-sistemy-regiona>.
2. *Aleksandrova T. V., Zhukovskaya S. L.* Development of a methodology for multi-criteria assessment of the effectiveness of innovative projects // *Bulletin of Tomsk State University. Economy*. – 2018. – No. 44. – URL: <https://cyberleninka.ru/article/n/razrabotka-metodiki-mnogokriterialnoy-otsenki-effektivnosti-innovatsionnyh-proektov>.
3. Analytical Center for the Government of the Russian Federation. – URL: <https://ac.gov.ru/projects/done/project/strategia-innovacionnogo-razvitiya-rossijskoj-federacii-do-2020-goda-31>.
4. *Bojko V. P., Fal'ko S. G.* Methods for measuring the effects of innovation activity by phases of the innovation life cycle // *Issues of innovative economics*. – 2020. – Vol. 10, no. 3. – P. 1101-1110. – DOI: [10.18334/vinec.10.3.110614](https://doi.org/10.18334/vinec.10.3.110614).
5. Corporate Performance Analytics. – URL: <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/how-we-help-clients/corporate-performance-analytics>.
6. ESG ranking of companies / RAEX. – URL: <https://raex-rr.com/methods/106>.
7. Factors influencing innovation performance in higher education institutions / M. Asiedu [et al.] // *The Learning Organization*. – 2020. – Vol. 27, no. 4. – P. 365-378. – DOI: [10.1108/TL0-12-2018-0205](https://doi.org/10.1108/TL0-12-2018-0205).
8. Federal State Statistics Service. – URL: <https://rosstat.gov.ru>.
9. Formation of mechanisms for the development of innovative activity in the industrial production of the Russian Federation / A. A. Yuryeva [et al.] // *Journal of Physics: Conference Series*. – 2019. – Dec. – Vol. 1399, no. 3. – P. 033099. – ISSN 1742-6596. – DOI: [10.1088/1742-6596/1399/3/033099](https://doi.org/10.1088/1742-6596/1399/3/033099).
10. *Garcia-Bernabeu A., Cabello J. M., Ruiz F.* A Multi-Criteria Reference Point Based Approach for Assessing Regional Innovation Performance in Spain // *Mathematics*. – 2020. – May. – Vol. 8, no. 5. – P. 797. – ISSN 2227-7390. – DOI: [10.3390/math8050797](https://doi.org/10.3390/math8050797).
11. *Gil'manova R. I.* Methods for assessing the economic efficiency of innovations taking into account their life cycle // *UEX*. – 2011. – No. 28. – URL: <https://cyberleninka.ru/article/n/metody-otsenki-ekonomicheskoy-effektivnosti-innovatsiy-s-uchetom-ih-zhiznennogo-tsikla>.
12. *Imajkina O. I.* Criteria and indicators of the effectiveness of management of innovative activities of an enterprise // *π-Economy*. – 2012. – 4 (151). – URL: <https://cyberleninka.ru/article/n/kriterii-i-pokazateli-effektivnosti-upravleniya-innovatsionnoy-deyatelnostyu-predpriyatiya>.
13. Innovation Metrics: A Critical Review, *Economies* / L. Todorov [et al.] // *MDPI*. – 2024. – Nov. – Vol. 12(12), no. 1-28. – DOI: [10.3390/economies12120327](https://doi.org/10.3390/economies12120327).
14. *Le H.* Literature Review on Diversification Strategy, Enterprise Core Competence and Enterprise Performance // *American Journal of Industrial and Business Management*. – 2019. – No. 9. – P. 91-108. – DOI: [10.4236/ajibm.2019.91008](https://doi.org/10.4236/ajibm.2019.91008).
15. *Lozhkina S. L., Novikova E. V., Karpenko A. V.* Analytical potential of innovative activity of industrial organizations // *EGI*. – 2025. – 3 (59). – URL: <https://cyberleninka.ru/article/n/analiticheskij-potentsial-innovatsionnoy-aktivnosti-promyshlennyh-organizatsiy>.
16. *Mardani A., Nikoosokhan S., Moradi M., Doustar M.* The Relationship Between Knowledge Management and Innovation Performance // *The Journal of High Technology Management Research*. – 2018. – Vol. 29, issue 1. – P. 12-26. – ISSN 1047-8310. – DOI: [10.1016/j.hitech.2018.04.002](https://doi.org/10.1016/j.hitech.2018.04.002).
17. Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition. – OECD Publishing, 10/2018. – ISBN 9789264015586. – DOI: [10.1787/9789264304604-en](https://doi.org/10.1787/9789264304604-en).
18. *Potters L.* Innovation input and innovation output: differences among sectors / *JRC Working Papers on Corporate R&D, Innovation 2009-10, Joint Research Centre (Seville site)*. – 2009.
19. *Shatilo O.* The Impact of External and Internal Factors on Strategic Management of Innovation Processes at Company Level // *Ekonomika*. – 2020. – Jan. – Vol. 98, no. 2. – P. 85-96. – ISSN 1392-1258. – DOI: [10.15388/ekon.2019.2.6](https://doi.org/10.15388/ekon.2019.2.6).

20. Sustainable development. Social responsibility / Russian Union industrialists, entrepreneurs. – URL: <https://www.rspp.ru/activity/social>.
21. *Trachuk A. V., Linder N. V.* Innovative activities of industrial companies: measurement and evaluation of efficiency // SRRM. – 2019. – No. 2. – URL: <https://cyberleninka.ru/article/n/innovatsionnaya-deyatelnost-promyshlennyh-kompaniy-izmerenie-i-otsenka-effektivnosti>.
22. *Tret'yakova L. A., Lavrikova N. I., Azarova N. A.* Features of assessing innovation risks from the perspective of their technical and economic indicators in industry systems // Production organizer. – 2023. – No. 1. – URL: <https://cyberleninka.ru/article/n/osobennosti-otsenki-innovatsionnyh-riskov-s-pozitsii-ih-tehniko-ekonomicheskikh-indikatorov-v-otraslevykh-sistemah>.
23. *Vlasova V. V., Goxberg L. M., Gracheva G. A.* Innovation indicators: 2025 : statistical collection. – Moscow : VSHE', 2025.
24. *Wu S.-H., Lin F.-J., Perng C.* The affecting factors of small and medium enterprise performance // Journal of Business Research. – 2022. – Apr. – Vol. 143. – P. 94-104. – ISSN 0148-2963. – DOI: [10.1016/j.jbusres.2022.01.025](https://doi.org/10.1016/j.jbusres.2022.01.025).
25. *Yu L., Duan Y., Fan T.* Innovation performance of new products in China's high-technology industry // International Journal of Production Economics. – 2020. – Jan. – Vol. 219. – P. 204-215. – ISSN 0925-5273. – DOI: [10.1016/j.ijpe.2019.06.002](https://doi.org/10.1016/j.ijpe.2019.06.002).
26. *Žižlavský O.* Net Present Value Approach: Method for Economic Assessment of Innovation Projects // Procedia - Social and Behavioral Sciences. – 2014. – Nov. – Vol. 156. – P. 506-512. – ISSN 1877-0428. – DOI: [10.1016/j.sbspro.2014.11.230](https://doi.org/10.1016/j.sbspro.2014.11.230).

Digital transformation of the gas industry: an overview of approaches

© 2026 **Trofimov Gleb Alekseevich**

Master's student. Ural Federal University named after the first President of Russia B. N. Yeltsin, Yekaterinburg, Russia.

E-mail: gleb.trofimov66@gmail.com

© 2026 **Akberdina Victoria Viktorovna**

Deputy Director, Head of the Center for Structural Policy, Doctor of Economics, Professor, Corresponding Member of the Russian Academy of Sciences. Institute of Economics of the Ural Branch of the Russian Academy of Sciences, Yekaterinburg, Russia.

E-mail: akberdina.vv@uiec.ru

The article is devoted to the identification, classification and evaluation of the main approaches to the digital transformation of the gas industry described in modern scientific research, with a focus on aspects of digital maturity, strategy and organization. The research methodology is based on the principles of thematic and content analysis of full-text scientific publications by Russian and foreign authors for the period 2010-2025, selected from the bibliometric databases of the RSCI and Scopus. The paper tests two key hypotheses: that there is no universal approach and that its choice depends on the scale of the company, the segment of the value chain and the initial digital maturity, and that the success of transformation depends more on strategic vision and organizational changes than on the technologies used. Based on the results of the analysis, the author's definition of the digital transformation of the industry is given and the applied technological stack is systematized. Both hypotheses have been

verified. It has been established that approaches to transformation are differentiated depending on the segment of activity (mining, transport, sales) and require customized models for assessing digital maturity. It has been proven that the key success factor is the transition from a technocentric to a value-based approach, where technology serves as a tool for achieving specific business goals. The practical significance of the research lies in the formation of a methodological basis for the development of digital transformation strategies for gas industry companies, taking into account their specifics, and in substantiating the priority of organizational changes over technological investments.

Keywords: *gas industry, digital transformation, digital maturity, digitalization strategy, organizational changes, digital technologies.*

References

1. *Abusalbi N.* Insights from Schlumberger. – Elsevier Science, 2018. – P. 12–5. 231 p. – ISBN 978-0-12-810989-2.
2. Adaptive impact factor research concerning effectiveness of the introduction and use of digital twins for oil and gas deposits / V. Y. Afanasyev [et al.] // *International Journal of Criminology and Sociology*. – 2020. – Vol. 9. – P. 2043–2047. – DOI: [10.6000/1929-4409.2020.09.239](https://doi.org/10.6000/1929-4409.2020.09.239).
3. *Alfimov G. D.* Development of artificial intelligence and machine learning technologies in the oil and gas complex // *Economics and business: theory and practice*. – 2024. – 5-1 (111). – P. 18–21. – DOI: [10.24412/2411-0450-2024-5-1-18-21](https://doi.org/10.24412/2411-0450-2024-5-1-18-21).
4. An Internet of Energy Things Based on Wireless LPWAN / Y. Song [et al.] // *Engineering*. – 2017. – Aug. – Vol. 3, no. 4. – P. 460–466. – ISSN 2095-8099. – DOI: [10.1016/j.eng.2017.04.011](https://doi.org/10.1016/j.eng.2017.04.011).
5. *Apatova N. V.* Managing digital business transformation processes // *Scientific notes of the Crimean Federal University named after V. I. Vernadsky. Economics and management*. – 2022. – Vol. 8, no. 2. – P. 3–8. – EDN SCWJEG.
6. Assess Digital Maturity to Set Digital Transformation Strategy in Oil and Gas / M. Torre [et al.] // *Abu Dhabi International Petroleum Exhibition & Conference*. – SPE, 12/2021. – (21ADIP). – DOI: [10.2118/207968-ms](https://doi.org/10.2118/207968-ms).
7. *Azieva R. X.* Monitoring the results of digital transformation in the oil and gas industry // *Science and Humanities Studies*. – 2022. – 40 (2). – P. 21–29. – EDN NQFMIJ.
8. *Azieva R. X., Tajmasxanov X. E.* The need and possibilities of using digital technologies in the oil and gas industry in the context of digital transformation of the economy // *News of the St. Petersburg State Economic University*. – 2020. – 5 (125). – P. 178–185. – EDN FWBSNZ.
9. *Bandyopadhyay D., Sen J.* Internet of Things: Applications and Challenges in Technology and Standardization // *Wireless Personal Communications*. – 2011. – Apr. – Vol. 58, no. 1. – P. 49–69. – ISSN 1572-834X. – DOI: [10.1007/s11277-011-0288-5](https://doi.org/10.1007/s11277-011-0288-5). – URL: <http://dx.doi.org/10.1007/s11277-011-0288-5>.
10. *Barysheva O. B., Osipova L. E.* Application of IT technologies in the gas industry // *Modern construction and architecture*. – 2022. – 1 (25). – P. 60–65. – DOI: [10.18454/mca.2022.25.10](https://doi.org/10.18454/mca.2022.25.10).
11. *Beketova O. N.* Strategy for digital transformation of oil and gas enterprises // *Strategy: theory and practice*. – 2023. – Vol. 3, no. 4. – P. 428–440. – DOI: [10.21603/2782-2435-2023-3-4-428-440](https://doi.org/10.21603/2782-2435-2023-3-4-428-440).
12. *Beliczki K. A.* Innovations in the oil and gas industry: Internet of things and electronic monitoring : Collection of materials of the IX International Scientific and Practical Conference, Moscow, February 22, 2023 // *Development of modern science and technology in the conditions of transformation processes*. – SPb. : Pechatny'j czex, 2023. – P. 206–209. – EDN HSGOYH.
13. *Bestugin A. R., Kirshina I. A., Il'inskaya E. M.* Cross-functional organizational structure in the context of digital transformation // *Competence*. – 2025. – No. 9. – P. 03–08. – DOI: [10.24412/1993-8780-2025-9-03-08](https://doi.org/10.24412/1993-8780-2025-9-03-08).

14. *Bochkov A. S., Dy'mochkina M. G.* The potential of data-driven decision support approaches in the oil and gas industry // PRONEFT. Professionally about oil. – 2021. – Vol. 6, no. 4. – P. 137-146. – DOI: [10.51890/2587-7399-2021-6-4-137-146](https://doi.org/10.51890/2587-7399-2021-6-4-137-146).
15. *Bondarenko A. O., Makrusev V. V.* Rationale for the transition to flat organizational management structures in the context of digital transformation: methodology and mathematical model // Economics and Entrepreneurship. – 2022. – Vol. 1, no. 138. – P. 1049-1056. – DOI: [10.34925/EIP.2022.138.1.209](https://doi.org/10.34925/EIP.2022.138.1.209).
16. *Chebotarev N. F.* Model for a general assessment of human capital of an oil and gas company during the transition to digital technologies // Problems of economics and management of the oil and gas complex. – 2020. – No. 5. – P. 42-46. – DOI: [10.33285/1999-6942-2020-5\(185\)-42-46](https://doi.org/10.33285/1999-6942-2020-5(185)-42-46).
17. *Cherepovitsyn A. E., Tretyakov N. A.* Development of a new assessment system for the applicability of digital projects in the oil and gas sector // Journal Of Mining Institute. – 2023. – No. 262. – P. 628-642. – EDN QYBHMC.
18. *Chernyaev D. S., Namiot D. E.* The role of digital technologies in exploration, production and transportation of oil and gas products // International Journal of Open Information Technologies. – 2019. – Vol. 7, no. 11. – P. 79-85. – EDN YEBFYQ.
19. *Choubey S., Karmakar G. P.* Artificial intelligence techniques and their application in oil and gas industry // Artificial Intelligence Review. – 2020. – Nov. – Vol. 54, no. 5. – P. 3665-3683. – ISSN 1573-7462. – DOI: [10.1007/s10462-020-09935-1](https://doi.org/10.1007/s10462-020-09935-1).
20. Controlling of the digital transformation oil and gas industry / A. Karnauhov [et al.] // E3S Web of Conferences / ed. by D. V. Rudoy, A. V. Olshevskaya, M. Y. Odabashyan. – 2023. – Vol. 431. – P. 05031. – ISSN 2267-1242. – DOI: [10.1051/e3sconf/202343105031](https://doi.org/10.1051/e3sconf/202343105031).
21. Development of a digital gas ecosystem based on a comprehensive scientific and technical program of a full innovation cycle / A. N. Dmitrievskij [et al.] // News of Tula State University. Geosciences. – 2023. – No. 1. – P. 173-189. – DOI: [10.46689/2218-5194-2023-1-1-173-189](https://doi.org/10.46689/2218-5194-2023-1-1-173-189).
22. Digital Twin for the Oil and Gas Industry: Overview, Research Trends, Opportunities, and Challenges / T. R. Wanasinghe [et al.] // IEEE Access. – 2020. – Vol. 8. – P. 104175-104197. – ISSN 2169-3536. – DOI: [10.1109/access.2020.2998723](https://doi.org/10.1109/access.2020.2998723).
23. Digital Twin for the Oil and Gas Industry: Overview, Research Trends, Opportunities, and Challenges / T. R. Wanasinghe [et al.] // IEEE Access. – 2020. – Vol. 8. – P. 104175-104197. – ISSN 2169-3536. – DOI: [10.1109/access.2020.2998723](https://doi.org/10.1109/access.2020.2998723).
24. Digitalization and corporate transformation: The case of European oil & gas firms / J. Fernandez-Vidal [et al.] // Technological Forecasting and Social Change. – 2022. – Jan. – Vol. 174. – P. 121293. – ISSN 0040-1625. – DOI: [10.1016/j.techfore.2021.121293](https://doi.org/10.1016/j.techfore.2021.121293).
25. Digitalization of gas production technologies / V. E. Stolyarov [et al.] // Current problems of oil and gas. – 2018. – 2 (21). – P. 10-31. – DOI: [10.29222/ipng.2078-5712.2018-21.art10](https://doi.org/10.29222/ipng.2078-5712.2018-21.art10).
26. *Dmitrievskij A. N., Eremin N. A., Stolyarov V. E.* On the issue of digitalization of gas production processes // News of Tula State University. Geosciences. – 2019. – No. 2. – P. 136-152. – EDN UGOOGP.
27. Driving Change in the Oil and Gas Industry: A Digital Transformation Framework / D. N. Trindade [et al.] // Offshore Technology Conference Brasil. – OTC, 10/2023. – (23OTCB). – DOI: [10.4043/32860-ms](https://doi.org/10.4043/32860-ms).
28. Enhancing Efficiency in the Oil and Gas Industry Through Digital Twins: A Survey on Operational and Environmental Monitoring Variables / B. da Silva Puppim [et al.] // Industrial Engineering and Operations Management. – Springer Nature Switzerland, 2025. – P. 447-461. – ISBN 9783031807855. – DOI: [10.1007/978-3-031-80785-5_34](https://doi.org/10.1007/978-3-031-80785-5_34).
29. *Feder J.* Upstream Digitalization Is Proving Itself in the Real World // Journal of petroleum technology. – 2020. – Vol. 72, no. 04. – P. 26-28. – URL: <https://www.oil-gasportal.com/innovation-rd/upstream-digitalization/?print=pdf> (visited on 01/12/2026).
30. *Gileva T. A.* Digital maturity of an enterprise: methods of assessment and management // Bulletin of US-NTU. Science, education, economics. Series: economics. – 2019. – 1 (27). – P. 38-52. – DOI: [10.17122/2541-8904-2019-1-27-38-52](https://doi.org/10.17122/2541-8904-2019-1-27-38-52).
31. *Hajirahimova M. S.* Opportunities and challenges big data in oil and gas industry // Proceedings of the National Supercomputer Forum (NSKF 2015), Russia, Pereslavl-Zalesskiy. – 2015. – P. 24-27. – URL: <https://2015.>

- nscf.ru/TesisAll/8_Integraciya_visokoyrovnevix_resyrsov/08_401_HajirahimovaMS.pdf (visited on 01/12/2026).
32. *Haouel C., Nemeslaki A.* Digital Transformation in Oil and Gas Industry: Opportunities and Challenges // *Periodica Polytechnica Social and Management Sciences*. – 2023. – Mar. – Vol. 32, no. 1. – P. 1–16. – ISSN 1416-3837. – DOI: [10.3311/ppso.20830](https://doi.org/10.3311/ppso.20830).
 33. *Hentea M.* Building an Effective Security Program for Distributed Energy Resources and Systems: Understanding Security for Smart Grid and Distributed Energy Resources and Systems. – Wiley, 04/2021. – ISBN 9781119070740. – DOI: [10.1002/9781119070740](https://doi.org/10.1002/9781119070740).
 34. History of forms and methods of digitalization of enterprises of the fuel and energy complex of Russia (turn of the 20th–21st centuries) / I. S. Solovenko [et al.] // *SibScript*. – 2024. – Vol. 26, 6 (36). – P. 978–989. – DOI: [10.21603/sibscript-2024-26-6-978-989](https://doi.org/10.21603/sibscript-2024-26-6-978-989).
 35. Intelligent oil field technology maturity level assessment: using the technology readiness level criteria / H. Pouran Manjily [et al.] // *Journal of Science and Technology Policy Management*. – 2023. – Nov. – Vol. 15, no. 6. – P. 1223–1246. – ISSN 2053-4639. – DOI: [10.1108/jstpm-11-2022-0191](https://doi.org/10.1108/jstpm-11-2022-0191).
 36. *Kirillova T. V., Manusha D. V.* Problems of digital transformation of enterprises // *Progressive Economics*. – 2023. – No. 7. – P. 42–63. – DOI: [10.54861/27131211_2023_7_42](https://doi.org/10.54861/27131211_2023_7_42).
 37. *Kokova S. F., Dy'shekova A. A.* Digital transformation of industries: starting conditions and priorities // *Journal of Applied Research*. – 2022. – No. 6. – P. 577–585. – DOI: [10.47576/2712-7516_2022_6_7_577](https://doi.org/10.47576/2712-7516_2022_6_7_577).
 38. *Kvint V. L., Babkin A. V., SHkarupeta E. V.* Strategizing the formation of a platform operating model to increase the level of digital maturity of industrial systems // *Industrial Economics*. – 2022. – Vol. 15, no. 3. – P. 249–261. – DOI: [10.17073/2072-1633-2022-3-249-261](https://doi.org/10.17073/2072-1633-2022-3-249-261).
 39. *Malinovskaya I. N., Galiguzov V. I., Vdovchenko A. G.* Digital transformation of the Russian fuel and energy complex: problems and prospects // *Management accounting*. – 2025. – No. 2. – P. 119–126. – EDN FODKZW.
 40. *Mohammadpoor M., Torabi F.* Big Data analytics in oil and gas industry: An emerging trend // *Petroleum*. – 2020. – Dec. – Vol. 6, no. 4. – P. 321–328. – ISSN 2405-6561. – DOI: [10.1016/j.petlm.2018.11.001](https://doi.org/10.1016/j.petlm.2018.11.001).
 41. *Mozgovoij A. I., Kuzina G. P., Kry'lov A. N.* Organizational and economic problems of digital transformation of business of Russian enterprises and ways to solve them // *Bulletin of Eurasian Science*. – 2022. – Vol. 14, no. 5. – P. 1. – DOI: [10.15862/15ECVN123](https://doi.org/10.15862/15ECVN123).
 42. *Musina D. R., Samojlov A. A., Samojlov D. A.* Requirements for a system for assessing the level of digital maturity of an oil producing company // *Discussion*. – 2025. – 4 (137). – P. 71–77. – DOI: [10.46320/2077-7639-2025-4-137-71-77](https://doi.org/10.46320/2077-7639-2025-4-137-71-77).
 43. *Nguyen T., Gosine R. G., Warriar P.* A Systematic Review of Big Data Analytics for Oil and Gas Industry 4.0 // *IEEE Access*. – 2020. – Vol. 8. – P. 61183–61201. – ISSN 2169-3536. – DOI: [10.1109/access.2020.2979678](https://doi.org/10.1109/access.2020.2979678).
 44. *Nikolaeva E. V.* Features of operational and infrastructural transformation of corporations in the oil and gas sector of Russia // *Bulletin of Chelyabinsk State University*. – 2023. – 3 (473). – P. 181–192. – EDN QQLCUO.
 45. *Nimmagadda S. L., Dreher H.* On new emerging concepts of petroleum digital ecosystem // *WIREs Data Mining and Knowledge Discovery*. – 2012. – Oct. – Vol. 2, no. 6. – P. 457–475. – ISSN 1942-4795. – DOI: [10.1002/widm.1070](https://doi.org/10.1002/widm.1070).
 46. *Polyanskaya I. G., YUrak V. V.* Identification of the current state of digital transformation of leaders of the Russian oil and gas industry // *News of the Ural State Mining University*. – 2022. – 4 (68). – P. 139–150. – DOI: [10.21440/2307-2091-2022-4-139-150](https://doi.org/10.21440/2307-2091-2022-4-139-150).
 47. *Popkov A. K.* Digital transformation of economic activity. Digital transformation models and tools // *Human Progress*. – 2025. – No. 4. – P. 1–16. – DOI: [10.46320/2073-4506-2025-4a-7](https://doi.org/10.46320/2073-4506-2025-4a-7).
 48. *Py'rkov I. V., Evdokimov A. N.* Digital transformation strategy in the context of restrictions on industry development using the example of the oil industry // *Moscow Economic Journal*. – 2023. – No. 3. – P. 344–353. – DOI: [10.55186/2413046X_2023_8_3_107](https://doi.org/10.55186/2413046X_2023_8_3_107).
 49. *Qing W.* Global Practice of AI and Big Data in Oil and Gas Industry // *Machine Learning and Data Science in the Oil and Gas Industry*. – Elsevier, 2021. – P. 181–210. – ISBN 9780128207147. – DOI: [10.1016/b978-0-12-820714-7.00009-1](https://doi.org/10.1016/b978-0-12-820714-7.00009-1).

50. *SHakirova E. V., Semy'kin M. V.* Predicting accidents on submersible pumping equipment using artificial intelligence methods // *Geosciences and subsoil use.* – 2023. – Vol. 46, no. 2. – P. 226–233. – DOI: [10.21285/2686-9993-2023-46-2-226-233](https://doi.org/10.21285/2686-9993-2023-46-2-226-233).
51. *SHly'kov S. V.* Application of machine learning methods to automate processes in the oil and gas industry // *Transport and storage of petroleum products and hydrocarbon raw materials.* – 2023. – No. 2. – P. 46–53. – DOI: [10.24412/0131-4270-2023-2-46-53](https://doi.org/10.24412/0131-4270-2023-2-46-53).
52. *Smirnov N. S.* Application of artificial intelligence in oil and gas business processes for predictive maintenance // *Economics of construction.* – 2025. – No. 3. – P. 201–204. – EDN ZFRJCE.
53. *Stefanova N. A., Skakun O. O.* Risks and problems of organizations in the era of digitalization // *Journal of Monetary Economics and Management.* – 2024. – No. 2. – P. 103–113. – DOI: [10.26118/2782-4586.2024.81.57.015](https://doi.org/10.26118/2782-4586.2024.81.57.015).
54. *Stepanov A. V.* Exploration, production and transportation of raw materials: implementation of digital technologies : Collection of scientific articles based on materials of the II All-Russian Scientific Conference, Krasnoyarsk // *DNiT-11-2023. Vol. 7.* – 2023. – P. 570–573. – EDN KPMBYQ.
55. *Suvorova S. D., Kulikova O. M.* Digital business transformation // *Innovative economy: prospects for development and improvement.* – 2022. – 2 (60). – P. 54–59. – DOI: [10.47581/2022/IE.2.60.10](https://doi.org/10.47581/2022/IE.2.60.10).
56. The Internet of Things in the Oil and Gas Industry: A Systematic Review / T. R. Wanasinghe [et al.] // *IEEE Internet of Things Journal.* – 2020. – Sept. – Vol. 7, no. 9. – P. 8654–8673. – ISSN 2372-2541. – DOI: [10.1109/jiot.2020.2995617](https://doi.org/10.1109/jiot.2020.2995617).
57. *Tixopoj Y. M., Stepanenko D. A.* Digital transformation in the oil and gas industry // *Business strategies.* – 2021. – No. 2. – P. 1–4. – DOI: [10.17747/2311-7184-2021-2-58-61](https://doi.org/10.17747/2311-7184-2021-2-58-61).
58. Types of Digital Industrial Platforms: Case Study of a Gas Company / W. Strielkowski [et al.] // *Digital Transformation in Industry.* – Springer Nature Switzerland, 2023. – P. 125–140. – ISBN 9783031303517. – DOI: [10.1007/978-3-031-30351-7_11](https://doi.org/10.1007/978-3-031-30351-7_11).
59. *Yurak V. V., Polyanskaya I. G., Malyshev A. N.* The assessment of the level of digitalization and digital transformation of oil and gas industry of the Russian Federation // *Gornye nauki i tekhnologii = Mining Science and Technology (Russia).* – 2023. – Feb. – Vol. 8, no. 1. – P. 87–110. – ISSN 2500-0632. – DOI: [10.17073/2500-0632-2022-08-16](https://doi.org/10.17073/2500-0632-2022-08-16).
60. *Zhao W.* Research on the Application of Internet of Things (IOT) for Urban Gas Industry // *Proceedings of the International Conference on Logistics, Engineering, Management and Computer Science.* – Atlantis Press, 2015. – (lemcs-15). – DOI: [10.2991/lemcs-15.2015.149](https://doi.org/10.2991/lemcs-15.2015.149).

Target criteria for the innovative development program of a modern airline in the context of digital transformation

© 2026 **Yashin Sergey Nikolaevich**

Doctor of Economics, Professor, Deputy Director. Nizhny Novgorod Institute of Management – branch of the Russian Presidential Academy of National Economy and Public Administration.

E-mail: jashinsn@yandex.ru

© 2026 **Ivanov Aleksey Borisovich**

Candidate of Economic Sciences. Nizhny Novgorod State University named after N. I. Lobachevsky.

E-mail: ABIvanov11@yandex.ru

© 2026 **Kaparulin Dmitry Leonidovich**

Applicant. Nizhny Novgorod State Technical University named after R. E. Alekseev, Nizhny Novgorod.

E-mail: dmitrykaparulin@yahoo.com

Currently, the civil airlines of the Russian Federation are in difficult conditions. The operation of aircraft, which are mostly of foreign production, has made the airlines heavily dependent on foreign services, software, spare parts, etc. The purpose of this work was to find a solution to the problem of forming the most balanced digital transformation program based on the method of assessing the prospects of innovative projects.

Keywords: *innovative development, innovative development program, civil aviation, airline, digital transformation.*

References

1. Application of an ensemble of decision trees to study the innovative development of the radio-electronic industry in the regions / S. N. Yashin [et al.] // Bulletin of Nizhny Novgorod University named after. Lobachevsky, N. I.. Series: Social Sciences. – 2025. – 3(79). – P. 90–100. – DOI: [10.52452/18115942_2025_3_90](https://doi.org/10.52452/18115942_2025_3_90). – EDN HZWRGG.
2. *Avdeev S. M., Maxmudov R. A.* Current trends and innovations in the transport system: from efficiency to sustainable development : Collection of works of the Department of Management of MADI // Innovation in transport: sustainable development of the transport industry and business. – Moscow : Texpoligrafcentr, 2024. – P. 61–66. – EDN AAWGSC.

3. *Berger O. R.* Improving the work of the Russian aviation industry through the introduction of an import substitution program : Proceedings of the XXIV All-Russian Scientific and Technical Conference. In 4 volumes, Novosibirsk, April 19–21, 2023 // Science. Industry. Defense. – Novosibirsk : Novosibirskij gosudarstvennyj texnicheskij universitet, 2023. – P. 162–165. – EDN USTHFB.
4. *Gerasimenko D. V., Zakaryan M. R.* Trends in the development of the aviation industry in the context of digital transformation : Materials of the XIV International Scientific and Practical Conference, Krasnodar, May 17–18, 2024 // Society and knowledge economy, capital management: digital knowledge economy. KSEM-2024. – Krasnodar : Kubanskij gosudarstvennyj universitet, 2024. – P. 342–358. – EDN UDJRWR.
5. *Goryashko A. A.* Prospects for the development of the aviation industry under sanctions // Student forum. – 2023. – 41–2(264). – P. 14–17. – EDN CGPLGU.
6. *Kaxrimanova D. G., Sokolov M. A.* Main trends in the development of the air transport industry under sanctions // Economics and Entrepreneurship. – 2022. – 8(145). – P. 227–230. – DOI: [10.34925/EIP.2022.145.8.043](https://doi.org/10.34925/EIP.2022.145.8.043). – EDN QNVRQF.
7. *Kleshhevnikova I. K., Demidenko A. I.* Selection of priority directions for the implementation of innovative activities of the enterprise : Collection of materials of the VI regional scientific and practical conference, Bryansk, April 24, 2024 // Socio-economic development of the Bryansk region: trends and prospects. – Bryansk, 2024. – P. 52–56. – EDN WPMBOJ.
8. *Kotov V. I.* Innovative projects: profitability and risks of investments // Vestnik SPbSUT. – 2024. – Vol. 2, no. 3. – EDN AKNYGP.
9. *Kvasov I. A., Maxaeva D. Y.* Methodological approaches to assessing the investment attractiveness of an enterprise // Modern Science. – 2022. – No. 12–1. – P. 34–38. – EDN UYDABG.
10. *Lizunov D. A.* Analysis of development strategies of aviation companies: international experience and Russian practice // International Scientific Research Journal. – 2023. – 11(137). – DOI: [10.23670/IRJ.2023.137.91](https://doi.org/10.23670/IRJ.2023.137.91). – EDN NSYWLQ.
11. *Olejnik D. A., Kalinina O. V., Vil'ken V. V.* Development of approaches and methods for assessing the effectiveness of innovation management // Economics and management: problems, solutions. – 2023. – Vol. 1, 9(139). – P. 213–220. – DOI: [10.36871/ek.up.p.r.2023.09.01.024](https://doi.org/10.36871/ek.up.p.r.2023.09.01.024). – EDN OWYGC.
12. *SHHeglov D. K., Sajbel' A. G., Bukarev A. M.* Methodology for assessing the effectiveness of digital transformation projects of high-tech industry enterprises // Innovation and investment. – 2023. – No. 10. – P. 383–395. – EDN AVCZHI.
13. *Tixomirov N. N., Xlutkov A. D., Doroshenko S. N.* Organization and planning of innovative activities of the enterprise : Workshop. – SPb. : Sankt-Peterburgskij gosudarstvennyj e'konomicheskij universitet, 2022. – 108 p. – ISBN 978-5-7310-5776-9. – EDN YUVDQH.
14. Transport industry development strategy until 2030 / Ministry of Transport of the Russian Federation. – URL: <https://mintrans.gov.ru/documents/8/10016>.
15. *YAshin S. N., Koshelev E. V., Ivanov A. A.* Development of a strategy for innovative industrial development in Russian regions using machine learning // Industrial Economics. – 2025. – Vol. 18, no. 2. – P. 241–253. – DOI: [10.17073/2072-1633-2025-2-1420](https://doi.org/10.17073/2072-1633-2025-2-1420). – EDN BMSIVO.
16. *YUrlov F. F., YAshin S. N., Plexanova A. F.* Classes of problems for determining the effectiveness of investment projects taking into account the uncertainty of the external environment and multi-criteria // Bulletin of Samara University. Economics and management. – 2022. – Vol. 13, no. 4. – P. 72–81. – DOI: [10.18287/2542-0461-2022-13-4-72-81](https://doi.org/10.18287/2542-0461-2022-13-4-72-81). – EDN AZWFYW.

Russia's technological sovereignty in contemporary economic and political conditions

© 2026 **Yarovova Tatyana Viktorovna**

Candidate of Pedagogical Sciences, Associate Professor, Deputy Scientific Director of the Center for Strategic Research in the Field of Innovation and Digital Economy, Associate Professor, Innovation Management Department. Odintsovo Branch of the Moscow State Institute of International Relations (University) of the Ministry of Foreign Affairs of Russia, Odintsovo.

E-mail: t.yarovova@odin.mgimo.ru

© 2026 **Pukhaev Timofey Sergeevich**

Master's student. Odintsovo Branch of the Moscow State Institute of International Relations (University) of the Ministry of Foreign Affairs of Russia, Odintsovo.

E-mail: puhaev_t_s@my.mgimo.ru

The article examines the concept of ensuring the technological sovereignty of the Russian Federation in the context of the formation of a multipolar world and increasing sanctions pressure from unfriendly Western countries. The focus is on the transition from an adaptive import substitution strategy to a model of advanced technological development. The author focuses on the methods of unconventional pressure in the framework of a hybrid war against Russia from unfriendly countries. The article also identifies key areas for the implementation of national technological leadership projects. The author analyzes new instruments of public administration, including national projects of technological sovereignty. Attention was also paid to the consolidation of state efforts in the implementation of measures for the production of means of production and information technology to form the foundation of high-tech sectors of the economy.

Keywords: *technological sovereignty, state policy, sanctions pressure, national security, national project, import substitution, strategy, scientific and production cycle, production chain, hybrid warfare.*

References

1. Analysis of the progress of implementation of strategic documents in the field of innovative development of energy in the Russian Federation at the state, industry and corporate levels / M. V. Ry'bin [et al.] // Controlling. – 2023. – 2(88). – P. 52–61.
2. Decree of the President of the Russian Federation dated February 28, 2024 No. 145 “On the Strategy for Scientific and Technological Development of the Russian Federation”.
3. *Kamakina M. A.* Stimulating innovation activity in order to strengthen national economic security // Economy. – 2024. – 1 (4). – URL: <https://cifra-economics.ru/archive/1-4-2024-march/10.23670/ECNMS.2024.4.1>.

4. *Kudryavtseva S. S., SHinkevich M. V., Xaritonov D. V.* Development of knowledge-intensive and high-tech industries in meso-level innovative systems // *Innovative economic development*. – 2022. – 1-2 (67-68). – P. 43-50.
5. *Kuzyk M. G., Simachev Y. V.* Strategies for Russian companies to adapt to sanctions in 2022. // *Journal of the New Economic Association*. – 2023. – No. 3. – P. 172-180.
6. *Malyj V. I., Gusev V. V.* Technological sovereignty of the Russian Federation in new economic conditions: the objective need to revive industrial production // *News of Saratov University. New series. Series: Sociology. Political science*. – 2025. – Vol. 25, issue 1. – P. 48-54.
7. On the issue of achieving technological sovereignty of the Russian Federation: organizational aspect / T. V. Goryacheva [et al.] // *ECO*. – 2025. – No. 4. – P. 112-128.
8. Order of the Government of the Russian Federation dated May 20, 2023 No. 1315-r “On approval of the Concept of technological development for the period until 2030”.
9. Register of projects for technological sovereignty and structural adaptation of the Russian economy. – URL: <https://v36.pf/tekhnologicheskij-suverenitet>.
10. Resolution of the Federation Council of the Federal Assembly of the Russian Federation dated July 16, 2025 No. 310-SF “On measures to ensure the technological sovereignty of the Russian Federation”.
11. *Rybin M. V.* On the development of infrastructure to support innovative entrepreneurship // *Innovation in management*. – 2024. – 3(41). – P. 26-33.
12. *Rybin M. V., Lobov D. S., SHishonkova Y. A.* The effectiveness of the ecosystem of financial support for innovation activities in the Russian Federation at the state and corporate levels in the oil and gas industry // *Controlling*. – 2022. – No. 86. – P. 27-33.
13. *Rybin M. V., Stepanov A. A., Savina M. V.* Issues in the theory of strategic planning of innovation processes // *Economics and management: problems, solutions*. – 2022. – Vol. 3, no. 10. – P. 4-8.
14. *Stepanov A. A., Savina M. V., Stepanov I. A.* Technological sovereignty: the essence and concept of the post-information society // *Creative economy*. – 2024. – Vol. 18, no. 3. – P. 737-750.
15. *Texnologicheskij suverenitet — ne strategicheskaya csel' a. r.* – URL: <https://russiancouncil.ru/analitics-and-comments/comments/tekhnologicheskij-suverenitet-ne-strategicheskaya-tsel-a-realnost>.

Analysis of the strategic planning system in a budgetary institution of higher education

© 2026 **Zubareva Lyubov Vitalievna**

Doctor of Economic Sciences, Professor, Professor of the Department of Economics, Accounting and Finance. Surgut State University, Surgut, Russia.

E-mail: zubareva_lv@surgu.ru

© 2026 **Sharameeva Olga Alexandrovna**

Candidate of Economic Sciences, Associate Professor, Director of the Institute of Economics and Management. Surgut State University, Surgut, Russia.

E-mail: sharameeva_oa@surgu.ru

© 2026 **Ezhova Anastasia Dmitrievna**

3rd year Master's student in Economics. Surgut State University, Surgut, Russia.

E-mail: ezhova_ad@edu.surgu.ru

The development of a strategic planning system in public higher education institutions in the face of modern challenges is particularly important given the transformation of the educational paradigm, digitalization, and changing funding models. It examines the theoretical foundations of strategic planning, the regulatory framework, and the specifics of its implementation at universities. Particular attention is paid to the impact of digitalization on strategic planning, assessing the effectiveness of strategic plan implementation, and developing key performance indicators (KPI). Based on the analysis, recommendations for improving the strategic planning system in educational institutions are formulated.

Keywords: *strategic planning, public higher education institution, digitalization, stakeholders, key performance indicators (KPI), program-targeted approach, strategic analysis, performance evaluation, project management.*

References

1. *Efremova P. V.* Indicators for assessing the effectiveness of the development of innovative activities of universities // Issues of innovative economics. – 2019. – Vol. 9, no. 3. – P. 989–1010. – DOI: [10.18334/vinec.9.3.41001](https://doi.org/10.18334/vinec.9.3.41001). – EDN PKIHSW.
2. Federal Law of December 29, 2012 No. 273-FZ “On Education in the Russian Federation” / Collection of legislation of the Russian Federation. 2012, No. 53 (part 1). Art. 7598.
3. Federal Law of June 28, 2014 No. 172-FZ “On Strategic Planning in the Russian Federation” / Collection of legislation of the Russian Federation. 2014, No. 26. Art. 3378.

4. *Kishkinova O. A., Cherenkova I. A.* Digital technologies in the educational space : Collection of proceedings of the 4th Scientific and Practical Conference, Moscow, May 16, 2025 // Current problems of veterinary medicine, animal science, biotechnology and examination of raw materials and products of animal origin. – Moscow : Moskovskaya gosudarstvennaya akademiya veterinarnoj mediciny' i biotekhnologii – MVA im. K. I. Skryabina, 2025. – P. 614–615. – EDN PDNRWL.
5. *Korol' A. D., Vorotniczkij Y. I.* Digital transformation of education and challenges of the 21st century // Higher education in Russia. – 2022. – Vol. 31, no. 6. – P. 48–61. – DOI: [10.31992/0869-3617-2022-31-6-48-61](https://doi.org/10.31992/0869-3617-2022-31-6-48-61). – EDN SXEPBK.
6. *Larionova M. A.* Strategic planning as a factor in the development of the higher education system // Bulletin of the Perm National Research Polytechnic University. Socio-economic sciences. – 2023. – No. 1. – P. 192–208. – DOI: [10.15593/2224-9354/2023.1.14](https://doi.org/10.15593/2224-9354/2023.1.14). – EDN EBVZNM.
7. *Semenov E. V., Sokolov D. V.* Digitalization of higher education: opportunities and risks // Ideas and ideals. – 2022. – Vol. 14, no. 4-1. – P. 137–153. – DOI: [10.17212/2075-0862-2022-14.4.1-137-153](https://doi.org/10.17212/2075-0862-2022-14.4.1-137-153). – EDN VZBVEY.
8. *Sergeevich D. A.* Review of higher education financing models: mechanisms for raising funds and the role of the state // Issues of state and municipal administration. – 2023. – No. 2.
9. *SHaczkaya I. V.* Strategizing the digital transformation of higher education // Strategy: theory and practice. – 2022. – Vol. 2, 4(6). – P. 571–583. – DOI: [10.21603/2782-2435-2022-2-4-571-583](https://doi.org/10.21603/2782-2435-2022-2-4-571-583). – EDN MSHCRL.
10. State program of the Russian Federation “Development of Education” for 2018-2025. Approved by Decree of the Government of the Russian Federation dated December 26, 2017 No. 1642 / Collection of legislation of the Russian Federation. 2018, No. 1. Art. 375.
11. Strategic Academic Leadership Program “Priority 2030”. Approved by order of the Ministry of Science and Higher Education of the Russian Federation dated May 13, 2021 No. 444. –.
12. Strategy for scientific and technological development of the Russian Federation. Approved by Decree of the President of the Russian Federation dated December 1, 2016 No. 642 / Collection of legislation of the Russian Federation. 2016, No. 49. Art. 6887.
13. *Torosyan D. A.* System of key performance indicators of a higher education institution // Young Scientists Forum. – 2020. – 1(41). – P. 601–604. – EDN HQT TNQ.

FINANCE

A Comparative Analysis of Financial Control Systems in Various Countries

© 2026 **Bolloeva Maria Alekseevna**

Student. Vladikavkaz branch of the Financial University under the Government of the Russian Federation.

E-mail: bolloeva.m@icloud.com

© 2026 **Kallagova Anna Khazbievna**

PhD in Economics, Associate Professor, Department of Economics and Finance. Vladikavkaz branch of the Financial University under the Government of the Russian Federation.

E-mail: annakallagova@yandex.ru

This article aims to provide a comparative analysis of financial control systems in various countries, as well as an analysis of their structure, objectives, and overall operations. The article outlines the key features of financial control in the Russian Federation, Germany, Japan, and the United States. The author also aims to identify differences in the focus of financial control bodies and highlight key aspects of their activities.

Keywords: *financial system of the Russian Federation, Accounts Chamber, financial system of Japan, financial system of Germany, financial system of the USA.*

References

1. Accounts Chamber Russian Federation. – URL: <https://ach.gov.ru>.
2. Board of Audit of Japan. – URL: <https://jbaudit.go.jp/english>.
3. Budget Code of the Russian Federation: Federal Law of July 31, 1998 No. 145-FZ (as amended on December 25, 2023).
4. Bundesrechnungshof. Jahresbericht 2024. – 2024. – 250 p.
5. Government Accountability Office (GAO) Reports & Testimonies. – URL: <https://www.gao.gov>.
6. Internal Control–Integrated Framework / Committee of Sponsoring Organizations of the Treadway Commission (COSO). – 2013. – 160 p.
7. *Nakayama H.* Public Sector Auditing in Japan. – Tokyo : JPAA, 2020. – 180 p.
8. Office of Management and Budget (OMB). – URL: <https://www.whitehouse.gov/omb>.
9. On the Accounts Chamber of the Russian Federation: Federal Law dated 04/05/2013 No. 41-FZ (as amended on 05/29/2024).
10. *Stepanova I. S., Morozova E. A.* Financial control in foreign countries : textbook. – Moscow : Infra-M, 2021. – 320 p.

11. *Stepashin S. V., Stolyarov N. S., Agapczov S. V.* State (municipal) financial control : training manual. – 2023.

Key Issues and Challenges of Tax Policy in the Russian Federation

© 2026 **Dzagoeva Marina Ruslanovna**

Professor of the Department Taxes. Accounting, Professor, Doctor of Economics. Financial University under the Government of the Russian Federation (Vladikavkaz branch).

E-mail: dzagoeva1971@mail.ru

Modern challenges require not only an internal transformation of the tax system but also its adaptation to international standards, such as the principles of taxation of international corporations and measures against tax evasion. Developing a tax policy strategy that takes into account global trends while effectively addressing Russia's domestic challenges is becoming a crucial task for the country's sustainable economic development in the coming years. A key role in the analysis of tax policy lies in the study of economic concepts of taxation, including theories of fiscalism, tax incentives, and social justice. The aim of this study is to comprehensively analyze Russia's state tax policy and its role in the country's socioeconomic development, as well as to develop recommendations for improving the tax system, taking into account current challenges and trends in the global economy, digitalization, and innovation.

Keywords: *tax policy, global economy, digitalization, innovation, tax system.*

References

1. *Agapova I. V.* Problems and prospects of tax policy in the context of digital transformation of the economy // *Financial Economics*. – 2023. – No. 6. – P. 12–19.
2. Decrees of the Government of the Russian Federation on taxation issues.
3. *Dzagoeva M. R.* Optimization of the functioning mechanism of tax benefits and preferences as a tool for implementing state tax policy // *Audit statements*. – 2022. – No. 3. – P. 71–74.
4. *Dzagoeva M. R.* The influence of the region's tax policy on the investment activity of an enterprise // *Economic system management: electronic scientific journal*. – 2012. – 1 (37). – P. 1–7.
5. *Dzagoeva M. R., Kokoeva Z. V.* The main directions of tax policy at the present stage : Collection of scientific papers based on the materials of the international scientific conference (within the framework of the VI International Scientific Congress on the topic: "Civil society of Russia: formation and paths of development") // *Russian economy in the context of globalization: challenges and development opportunities*. – 2015. – P. 201–205.
6. *Dzagoeva M. R., Kozaeva O. T.* Direct taxes and their role in the formation of the revenue base of the regional budget. – M., 2022.

7. *Dzankisova I. X., Tadtavaeva V. V.* Implementation of national projects in the constituent entities of the Russian Federation (using the example of the Republic of North Ossetia-Alania) // *Economic Sciences*. – 2025. – No. 243. – P. 391–402.
8. *Kozaeva O. T., Betrozova M. A.* The role of local taxes in generating local budget revenues // *Economics and Entrepreneurship*. – 2020. – 3 (116). – P. 413–417.
9. Tax Code of the Russian Federation.
10. *Tokaeva S. K., Tuaeveva L. A.* Problems of strengthening the tax potential of the constituent entities of the Russian Federation under the current fiscal mechanism // *Financial life*. – 2021. – No. 4. – P. 36–40.

Problems of federal budget revenue execution and its improvement

© 2026 **Dzagoeva Marina Ruslanovna**

Professor of the Department Taxes. Accounting, Professor, Doctor of Economics. Financial University under the Government of the Russian Federation (Vladikavkaz branch).

E-mail: dzagoeva1971@mail.ru

© 2026 **Gabaraeva Alana Anatolyevna,**

Master's student. Financial University under the Government of the Russian Federation (Vladikavkaz branch).

E-mail: dzagoeva1971@mail.ru

The modern economic system of the Russian Federation depends significantly on the effective functioning of the federal budget revenue system. Effective functioning of the federal budget revenue system is a key condition for sustainable economic growth, social protection for citizens, and the implementation of strategic national projects. In the context of global economic fluctuations, sanctions, and volatile energy prices, budget revenues are exposed to both external and internal challenges. Therefore, the goal of state tax and non-tax policy is to ensure stable budget revenues while maintaining incentives for investment and innovation.

This study aims to systematically address the challenges and ways to improve the efficiency of federal budget revenue execution. Understanding and optimizing the processes associated with its execution are an integral component of successful national development. In the context of rapid changes in the global economy, as well as internal and external challenges and demands, it is important to recognize the relevance and significance of the problem of organizing the execution of the federal budget revenue system in the Russian Federation and to search for ways to improve it.

Keywords: *federal budget, budget revenue forecasting, artificial intelligence methods and models.*

References

1. Decrees of the Government of the Russian Federation on taxation issues.
2. *Dolbilov A. V., Orlov A. V.* The role of taxes in the formation of revenues of the federal budget of the Russian Federation // Forum. – 2020. – 3(20). – P. 126–131.
3. *Dzagoeva M. R., Kozaeva O. T.* Direct taxes and their role in forming the revenue base of the regional budget. – Moscow, 2022.
4. *Gadzaova A. A., Dzagoeva M. R.* Analysis of tax revenues of the federal budget of the Russian Federation // Economics and management: problems, solutions. – 2019. – Vol. 4, no. 1. – P. 138–141.
5. *Kabisova L. E., Fidarova L. M.* Analysis of the experience of digitalization of the regional economy of Russia // Humanities and socio-economic sciences. – 2020. – 2 (111). – P. 151–153.
6. *Korotkova E. M.* The impact of oil and petroleum product exports on the replenishment of the federal budget of the Russian Federation // Economics and business: theory and practice. – 2020. – No. 2-1. – P. 7–12.
7. Tax Code of the Russian Federation.
8. *Tokaeva S. K., Tuaeveva L. A.* Problems of strengthening the tax potential of the constituent entities of the Russian Federation under the current fiscal mechanism // Financial life. – 2021. – No. 3. – P. 36–40.
9. *Tuaeveva L. A., Toguzova I. Z., Tokaeva S. K.* Basic approaches to assessing the sustainability of budgets of constituent entities of the Russian Federation // Economics and management. – 2020. – Vol. 26, 6 (176). – P. 577–583.
10. *Yakubov T. V., Xamuradov M. A.* Assessment of federal budget execution in terms of revenues and expenditures in recent years // Economics and Entrepreneurship. – 2023. – 10(159). – P. 131–134.

Integration of Modern Technologies into Counterparty Research in Financial Investigations

© 2026 **Islamova Gulnur Failevna**

Master's student. Financial University under the Government of the Russian Federation (Ufa Branch), Ufa.

E-mail: islamova_gulnur@bk.ru

© 2026 **Shashkova Tatyana Nikolaevna**

PhD in Economics. Financial University under the Government of the Russian Federation (Ufa Branch), Ufa.

E-mail: shtnbu21@mail.ru

This article examines the application of modern technologies in counterparty research during financial investigations and determines their impact on improving the effectiveness of financial crime detection and reducing labor costs associated with financial investigations. The article examines the main types of financial crimes committed through counterparties and the counterparty research methods used to identify them. Significant shortcomings in the organization of the counterparty research process in Russian organizations are identified, contributing to the growth of criminal schemes and associated financial losses. It is revealed that the counterparty research procedure plays a key role in financial investigations, as it enables the detection of illegal transactions such as money laundering, tax evasion, counterfeiting, and corruption. The integration of modern technologies into counterparty research improves the effectiveness of financial crime detection and reduces the labor costs associated with financial investigations. Key areas for integrating modern technologies aimed at improving the effectiveness of counterparty research during financial investigations and mitigating financial security risks are outlined.

Keywords: *counterparty research, counterparty reliability, financial crimes, fraudulent schemes, economic security, modern technologies in financial research.*

References

1. Accounting, analysis, audit and statistics: challenges and strategies in the new reality : materials of the International Scientific and Practical Student Conference. December 19, 2022. – 2023. – 607 p.
2. *Andreev V. D.* Comprehensive audit of economic security of business entities : tutorial and workshop. – Moscow : Magistr: Infra-M, 2024. – 392 p.

3. *Bogataya I. N., Bogataya O. A.* Internal Corporate Controls and Fraud Audits : training manual. – Rostov-na-Donu : Izdatel'sko-poligraficheskij kompleks Rostovskogo gosudarstvennogo e'konomicheskogo universiteta (RINX), 2025.
4. *Gadzhiev N. G., Konovalenko S. A.* Audit and expert-analytical methods for identifying violations in accounting and reporting of organizations : training manual. – Moscow : Infra-M, 2024. – 218 p.
5. *Kas'yanova S. A., Salij V. V., SHarudina Z. A.* Methodological aspects of assessing an organization's internal control system: monograph. – Moscow : Infra-M, 2024. – 334 p.
6. *Kazakova N. A.* Financial security of the company : textbook. – Moscow : Infra-M, 2025. – 316 p.
7. *Osipov V. I.* Control and audit of the activities of a commercial organization: external and internal : training manual. – Moscow : Infra-M, 2024. – 221 p.
8. *Samy'gin D. Y., Bary'shnikov N. G., Tuskov A. A.* Audit methodology: procedures, tips, recommendations : monograph / ed. by N. G. Bary'shnikov. – Moscow : Infra-M, 2024. – 231 p.
9. *Serebryakova T. Y.* Organizational risks and internal economic control : monograph. – Moscow : Infra-M, 2024. – 111 p.
10. *Serebryakova T. Y., Biryukova O. A.* Internal control and controlling : training manual / ed. by T. Y. Serebryakova. – Moscow : Infra-M, 2024. – 238 p.
11. *Sotnikova L. V.* Financial reporting fraud: detection and prevention : textbook. – Moscow : Rusajns, 2024. – 394 p.
12. *Vilisov V. Y., Sukov I. E.* Internal control tools : monograph. – Moscow : RIOR: Infra-M, 2025. – 262 p.

Dynamics of the Money Supply and Its Impact on Inflationary Processes in Contemporary Russia

© 2026 **Lashkov Evgeny Igorevich**

Economist, Lecturer at the Faculty of Governance and Politics, MGIMO University, Russia, Moscow.

E-mail: Djon89@gmail.com

The article examines the relationship between the dynamics of the money supply and inflationary processes in the modern Russian economy. Theoretical approaches to explaining the phenomenon of inflation are analysed, including monetarist and non-monetarist factors, as well as the reasons for the strengthening or weakening of the impact of money supply growth on price dynamics. Special attention is given to the assessment of monetary aggregates M0–M2 and their changes within the context of monetary policy and macroeconomic conditions. Based on statistical data from the Bank of Russia, it is shown that in certain periods the growth of the money supply outpaced inflation dynamics, reflecting ongoing remonetisation processes and shifts in liquidity structure. It is established that the influence of the money supply on inflation increases during external shocks and periods of instability but weakens when monetary policy instruments are actively applied. The study concludes by emphasizing the need for coordinated monetary and fiscal policies to ensure balanced money supply growth and maintain price stability.

Keywords: *money supply, impact of money supply on inflation, monetary policy of Russia, M2 aggregate, monetary regulation by the Bank of Russia.*

References

1. *Belyaeva S. V.* Assessing the influence of factors on inflation processes in modern Russia in the context of new geopolitical challenges // Study of problems of economics and finance. – 2022. – No. 4.
2. Experts linked inflation in recent years to excess money supply. – URL: <https://www.vedomosti.ru/economics/articles/2025/01/31/1089376-eksperti-svyazali-inflyatsiyu-s-izbitkom-denezhnoi-massi> (visited on 11/12/2025).
3. *Ivanchenko I. S., Ermak A. A.* Money and economic growth // Financial Research. – 2023. – 2 (79). – P. 10–21. – DOI: [10.54220/finis.1991-0525.2023.79.2.001](https://doi.org/10.54220/finis.1991-0525.2023.79.2.001).
4. *Ivanchenko I. S., Nivorozhkina L. I.* Assessment of the impact of the money supply on the growth rate of Russian GDP // Finance: theory and practice. – 2025. – Vol. 29, no. 1. – P. 34–44. – DOI: [10.26794/2587-5671-2025-29-1-34-44](https://doi.org/10.26794/2587-5671-2025-29-1-34-44).

5. *Kuklinova P. S.* Specifics of the development of inflationary processes in the modern Russian economy // News of Saratov University. New series. Economics Series. Control. Right. – 2022. – Vol. 22, no. 1. – P. 26–33.
6. Main directions of the unified state monetary policy for 2018 and the period 2019 and 2020 (approved by the Bank of Russia). – URL: https://www.consultant.ru/document/cons_doc_LAW_282452/b20bd67ce354c5fc17787eba23235a933b3521ca (visited on 11/12/2025).
7. Monetary aggregates. – URL: https://www.cbr.ru/statistics/macro_itm/dkfs/monetary_agg (visited on 11/08/2025).
8. Monetary Aggregates - Valuation. – URL: https://cbr.ru/statistics/macro_itm/dkfs/sr_ma_estim (visited on 11/08/2025).
9. Money supply (national definition). – URL: https://cbr.ru/statistics/macro_itm/dkfs/sr_ma_estim (visited on 11/08/2025).
10. Reasons for increased inflation in the Russian economy / S. M. Droby'shevskij [et al.] // Economic issues. – 2025. – No. 1. – P. 5–31. – DOI: [10.32609/0042-8736-2025-1-5-31](https://doi.org/10.32609/0042-8736-2025-1-5-31).
11. Rosstat estimated inflation in the Russian Federation in 2023 at 7.42%. – URL: <https://www.interfax.ru/business/940012> (visited on 11/09/2025).
12. Russia is gaining mass: why an increase in the amount of money in circulation does not lead to a jump in inflation. – URL: <https://daily.hse.ru/post/rossiya-nabiraet-massu-pochemu-rost-kolichestva-deneg-v-obrashchenii-ne-privodit-k-skachku-inflyacii> (visited on 11/12/2025).
13. *SHleken E. V., Sklyarenko I. A., Zhukov O. Y.* Assessment of inflation processes in modern Russia // Journal of Applied Research. – 2024. – No. 5. – P. 23–29. – DOI: [10.47576/2949-1878.2024.5.5.003](https://doi.org/10.47576/2949-1878.2024.5.5.003).
14. *Ten'kovskaya L. I.* Consumer inflation in Russia - influenced by the monetary policy of the United States? // Bulletin of Voronezh State University. Series: Economics and management. – 2023. – No. 2. – P. 43–55.
15. The money supply in the Russian Federation in 2022 increased by 24.4%. – URL: <https://www.interfax.ru/business/884031> (visited on 11/09/2025).
16. *Vy'borova E. N.* Assessment of the main monetary indicators in Russia and abroad // Finance and credit. – 2018. – Vol. 24, 12 (780). – P. 2723–2739.

Regional taxes as a tool for forming the budget of a constituent entity of the Russian Federation in a crisis

© 2026 **Lazarova Larisa Borisovna**

Doctor of Economics, Associate Professor, Professor of the Department of Economics and Finance. Vladikavkaz Branch of the Financial University under the Government of the Russian Federation, Vladikavkaz, Russia.

E-mail: llblazarova@mail.ru

© 2026 **Gogichaev Stanislav Olegovich**

Postgraduate student of the Department of International Economic Relations. Kosta Levanovich Khetagurov North Ossetian State University Vladikavkaz, Russia.

E-mail: gogichaev01@bk.ru

The article discusses the issues of forming the revenue side of the regional budget. In particular, attention is focused on the analysis of regional taxes. Based on the analysis of tax revenues, it is concluded that in conditions of economic instability and sanctions from unfriendly countries, the formation of the tax base in the regions plays a key role for the further sustainable development of the territories. Thus, the vector of development of modern tax policy is directly related to the strengthening of the tax base of the subjects. It is important to identify the key issues of ineffective regional tax policy, and further take measures related to solving these problems. The state, as a regulator, should make every effort to shift the focus from financial support to territories, towards increasing the share of its own tax revenues, and creating comfortable economic conditions for business development. Thus, the unequivocal conclusion is formulated that the reform of tax policy in the regions should be aimed at increasing the independence of regional budgets, the only way to accelerate the pace of development of the Russian economy as a whole.

Keywords: *region, territory, regional taxes, tax base, financial crisis, sanctions, independence of regional budgets.*

References

1. Budget Code of the Russian Federation (BC RF) dated July 31, 1998. No. 145 Federal Law (as amended on December 28, 2025).
2. *CHabaeva N. D., Musaeva X. M.* Regional taxes and their role in the formation of budget revenues of the constituent entities of the Russian Federation // *Economics and business: theory and practice.* – 2020. – 4-3 (62).

3. Federal Law No. 244-FZ of December 29, 2006 “On state regulation of activities related to the organization and conduct of gambling and on amendments to certain legislative acts of the Russian Federation” (with amendments and additions”).
4. Federal Tax Service. – URL: <https://www.nalog.ru>.
5. *Panskov V. G.* Problems and prospects of tax policy for sustainable development of regions. // *Economy. Taxes. Right.* – 2024. – 17(1). – P. 34–43. – DOI: [10.26794/1999-849x-2024-17-1-34-43](https://doi.org/10.26794/1999-849x-2024-17-1-34-43).
6. *Raxlina L.V Volkova T. V.* Import substitution: problems and prospects // *Economics Profession Business.* – 2024. – No. 2.
7. *Reunova L. V.* Problems of local taxation and ways to solve them // *Economics and management of innovative technologies.* – 2014. – No. 2. – URL: <https://ekonomika.snauka.ru/2014/02/3671>.
8. *SHaurina O. S., Lesina T. V., Migel A. A.* Strengthening the economic position of the Russian Federation as part of BRICS in the context of “Enlargement 2024” // *Bulletin of the Academy of Knowledge.* – 2024. – 6 (65).
9. Speech by V.V. Putin at a meeting with members of the Council of Legislators on April 28, 2014. – URL: <http://www.kremlin.ru/events/president/news/20869>.
10. Tax Code of the Russian Federation (TC RF) (as amended on October 30, 2024).

Tax administration of major paymental persons – a new trend in tax bodies' control work

© 2026 **Smirnova Elena Evgenievna**

Associate Professor of the Taxes and tax administration Department, Cand.Econ.Sci., associate professor. Financial University under the Government of the Russian Federation

E-mail: elenasmirnova@mail.ru

© 2026 **Konovalov Alexander Viktorovich**

Student of the Faculty of Taxes, Audit and Business Analysis. Financial University under the Government of the Russian Federation.

E-mail: 244724@edu.fa.ru

The article deals with topical issues of tax administration of the largest taxpayers – individuals in the Russian Federation. The problem of tax control over the largest individual taxpayers in Russia comes to the fore in the era of digital transformation of the economy, especially taking into account the high share of personal income tax in budget revenues. The existing legal mechanisms, as shown by the study of legislation and practice of their application, have a number of systemic difficulties that require adjustment. The digitalization of fiscal processes and the development of international cooperation create both new opportunities and challenges for tax administration that require overcoming, as well as using foreign experience.

Objectives of writing a research paper: to consider the current practice of tax administration of the largest taxpayers-individuals, to assess the prospects for development.

Conclusions obtained in the course of the study: it was revealed that the methodology of tax control used in the Russian Federation has certain advantages and disadvantages, new indicators are required to evaluate the activities carried out, it is advisable to use foreign experience of tax administration.

Keywords: *personal income tax, tax administration, tax control, largest taxpayers, tax audits, risk map.*

References

1. *Akulov A. Y., Ryaxovskij D. I.* Economic expertise as a means of proof in bankruptcy cases - trends and lessons from modern practice // *Property relations in the Russian Federation.* – 2025. – 5 (284). – P. 57–67.
2. *Anisimova A. A.* Tax administration in a changed reality: how to involve taxpayers in the digital environment? // *Taxes and taxation.* – 2023. – No. 4. – P. 54–66.

3. B 2023, the number of currency violations identified by the Federal Tax Service legislation increased by 4.6 times / Alta-Soft. – URL: https://www.alta.ru/external_news/109729.
4. Current issues of tax administration / E. V. Evsikova [et al.] // Legal Bulletin of Dagestan State University. – 2022. – No. 2. – P. 74–83.
5. *Dar'kina Y. A.* Features of tax administration of the largest taxpayers // Interactive Science. – 2019. – 3 (37). – P. 79–81.
6. *Grebennikova V. A., Kuz'menko M. D.* Tax administration: theoretical approaches to defining the concept // Modern control technologies. – 2024. – 1 (105). – URL: <https://sovman.ru/article/10506>.
7. *Kireenko A. P., Orlova E. N., Bazhenova V. I.* Tax administration of large taxpayers: global trends and features of Russian experience // Bulletin of UrFU. Series: Economics and management. – 2019. – Vol. 18, no. 1. – P. 104–126.
8. Letter from the Federal Tax Service Russia dated September 15, 2020 No. BV-4-1/14921@ “On the methodology for calculating tax ruptures”.
9. *Levshukova O. A., Voloshina E. A., Borisova N. A.* State and prospects of tax administration of VAT in Russia // EGI. – 2021. – 4 (36). – P. 161–165.
10. *Lobachev A. A.* Tax administration and tax control in modern Russia // Education and law. – 2023. – No. 2. – P. 159–164.
11. *Mitin D. A.* Development of tax administration in the Russian Federation in the context of digital transformation // Taxes and taxation. – 2024. – No. 3. – P. 66–96.
12. Order Federal Tax Service of Russia dated December 13, 2018 No. MMB-7-6/802@ “On approval of the assessment procedure quality of functioning of information systems of the Federal Tax Service of Russia”.
13. Order Federal Tax Service of Russia dated February 22, 2019 No. MMB-7-1/95@ “On approval of the assessment methodology efficiency of the territorial bodies of the Federal Tax Service of Russia”.
14. Order Ministry of Finance of Russia dated September 4, 2017 No. 1112 “On organizing an audit efficiency of tax administration”.
15. Order of the Federal Tax Service of Russia dated December 5, 2019 No. MMB-7-1/614@ “On approval of the Procedure for assessing effectiveness and efficiency control and supervisory activities of the Federal Tax Service of Russia”.
16. Order of the Federal Tax Service Russia dated December 29, 2016 No. MMB-7-7/701@ “On approval of criteria classification as one of the largest taxpayers”.
17. *Popova O. S., Ryaxovskij D. I.* Tax crime: offense or abuse? // Property relations in the Russian Federation. – 2024. – 7 (274). – P. 46–64.
18. *Radzhabov R. M.* Risk-based approach to tax administration of transfer pricing in Russia // Taxes and taxation. – 2021. – No. 3. – P. 66–72.
19. *Smirnova E. E.* Assessment of tax risks arising from tax agents for personal income tax // Finance: theory and practice. – 2024. – Vol. 28, no. 1. – P. 64–74.
20. *Smirnova E. E., Sergeeva I. A.* Consequences of the transition to a progressive scale of taxation of personal income // Problems of economics and legal practice. – 2025. – Vol. 21, no. 4. – P. 194–199.
21. Tax Code of the Russian Federation (Part One).
22. *ZHuravleva I. A., Sverdlova M. A.* The Institute of Controlled Foreign Companies in Russia as an international tool for combating tax evasion // Audit and financial analysis. – 2024. – No. 1. – P. 4–8.
23. *Zotikov N. Z.* Tax administration, its impact on the tax burden // Vestnik of SurSU. – 2022. – 1 (35). – P. 26–37.

WORLD ECONOMY

Social commerce in international business

© 2026 **Ason Tatyana Anatolievna**

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

E-mail: TAAson@fa.ru

© 2026 **Serafimov Nikita Alexeyevich**

Student. Financial University under the Government of the Russian Federation.

E-mail: 225614@edu.fa.ru

© 2026 **Ason Maria Vladimirovna**

Student. Financial University under the Government of the Russian Federation

E-mail: 225972@edu.fa.ru

© 2026 **Sharygina Ekaterina Alekseevna**

Student. Financial University under the Government of the Russian Federation.

E-mail: 226038@edu.fa.ru

In the face of increasing competition, companies are forced to adapt their communication strategies to the specific needs of their markets, combining global promotion channels with local tools from the country's digital ecosystem. This approach not only increases the effectiveness of marketing campaigns, but also ensures sustainable brand positioning, expands reach, and builds long-term consumer relationships. In this article, the authors explore social commerce as a tool for promoting products in foreign markets, analyzing the extent to which social commerce is used in different countries. The authors also determined that a competent choice of platforms allows the company to scale its activities in new markets, taking into account their specific features.

Keywords: *social commerce, international business, promotion tool, products, foreign markets, e-commerce, digital platforms.*

References

1. *Abdullayev I., Zainullin L., Kozachek A.* Philosophical and pedagogical principles of Christian education in Pamfil Yurkevich's works // *European Journal of Science and Theology.* – 2025. – Vol. 21, no. 2. – P. 95–107. – EDN XGFOLD.
2. *Khetarpal S.* Social commerce to reach \$60–70 billion in revenue by 2030 / *Business Today.* – 2020. – URL: <https://www.businesstoday.in> (visited on 11/30/2025).

3. *LaFleur G.* What is social commerce? / TechTarget. – 2023. – URL: <https://www.techtarget.com/searchcustomerexperience/definition/social-commerce> (visited on 11/01/2025).
4. Report “Russian e-commerce market 2025” / Data Insight. – 2024. – URL: <https://datainsight.ru>.
5. *Rudinkin D. V.* Heuristic potential of M. Prensky’s theory of “digital natives” in the study of modern Russian youth // Sociodynamics. – 2019. – No. 9. – URL: <https://cyberleninka.ru/article/n/evristicheskiy-potentsial-teorii-tsifrovyyh-aborigenov-m-prenski-pri-issledovanii-sovremennoy-rossiyskoy-molodezhi> (visited on 01/09/2026).
6. Social Commerce Market Driven by Influencer Marketing and Mobile Shopping / Precedence Research. – 2025. – URL: <https://www.precedenceresearch.com> (visited on 11/10/2025).
7. Social commerce: The future of how consumers interact with brands / McKinsey & Company. – 2022. – URL: <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/social-commerce-the-future-of-how-consumers-interact-with-brands> (visited on 11/12/2025).
8. Understanding VKontakte (VK): How to Leverage the Russia’s Leading Social Media Platform / Onlysocial. – URL: <https://onlysocial.io/understanding-vkontakte-vk> (visited on 11/30/2025).
9. *Wildwood L.* 29 Social Commerce Statistics & Trends For 2025 / Blogging Wizard. – 2026. – URL: <https://bloggingwizard.com/social-commerce-statistics> (visited on 11/01/2025).
10. *Yuen M.* Guide to social commerce and the evolving path to purchase / Emarket. – 2024. – URL: <https://www.emarketer.com> (visited on 11/10/2025).

The impact of economic sanctions on Iran's oil and gas industry: challenges and opportunities for development

© 2026 **Budzinskaya Ellina Yurievna**

Postgraduate student, MBA. MGIMO University of the Russian Foreign Ministry.

E-mail: e.y.budzinskaya@gmail.com

© 2026 **Sheveleva Anastasia Viktorovna**

Doctor of Economics, Professor. Moscow State Institute of International Relations of the Ministry of Foreign Affairs of Russia.

E-mail: a_sheveleva@rambler.ru

The study of the impact of Western economic sanctions on the Iranian economy and its oil and gas industry is attracting particular attention from Russian international economists and practicing experts who require effective mechanisms and tools to address similar issues. The purpose of this study is to analyze the impact of Western economic sanctions on the Iranian economy and to identify and describe the measures the country is taking to mitigate their negative consequences for the national economy and oil and gas industry. In this study, the author utilized statistical, comparative, historical, generalization, and interpretation methods. The study's results suggest that Iran has achieved significant success in overcoming Western economic sanctions. The developed “Economic Resistance” strategy, which involves reducing import dependence, developing domestic production using modern technologies, and engaging in international cooperation, is the foundation for the successful future of the country and its oil and gas industry.

Keywords: *Iran, oil and gas industry, economic sanctions, resistance economy.*

References

1. Annual Statistical Bulletin 2025 / OPEC. – URL: https://asb.opec.org/ASB_Chapters.html (visited on 12/21/2025).
2. *Baranova A. A.* “Economy of resistance” and internationalization: the Iranian scenario for Russian oil companies // *Economic Sciences*. – 2022. – 6 (211).
3. Development of the Iranian oil industry and its current state / O. Y. Poletaeva [et al.] // *History and pedagogy of natural sciences*. – 2019. – No. 2.
4. *Komshukova O. V.* Sanctions on Iran: goals and consequences // *The impact of sanctions on the Russian economy: Assessments of Russian and foreign experts*. – Moscow : INION RAN, 2016.

5. *Kurshakov V.* The oil and gas factor in Iran's foreign policy // *World Economy and International Relations*. – 2013.
6. *Lazovskij S. O.* The economic situation in Iran under American sanctions. Analysis and forecast // *Journal IMEMO.RAN*. – 2020. – No. 1.
7. *Mamedova N. M.* *Economy of Iran*. – Moscow : MGIMO-Universitet, 2018.
8. Official website of Iran Free Zones. – URL: <https://opportunity.freezones.ir/economiczone>.
9. *Raximian M. M.* Sanctions and their impact on the Iranian economy // *University Bulletin*. – 2019. – No. 10.
10. *Ripinskaya P.* *Iran: Economy under sanctions*. – Moscow : Ast, 2022.
11. Russia Sanctions Dashboard / Castellum. – URL: <https://www.castellum.ai/russia-sanctions-dashboard> (visited on 12/20/2025).
12. *Timofeev I. N.* US sanctions against Iran: application experience and possible consequences // *Policy. Political Studies*. – 2018. – No. 4.
13. *Xadavimogaddam F., Mostadzheran G. M.* Iran Petroleum Contract (IPC) – a new generation of oil contracts // *Current problems of economics and law*. – 2019. – Vol. 13, no. 4.

Towards a “multipolar currency system”: mutual integration of Russian and Chinese financial systems

© 2026 **Domnin David Igorevich**

3rd year student, Faculty of International Economic Relations. Financial University under the Government of the Russian Federation, Moscow.

E-mail: 238083@edu.fa.ru

© 2026 **Amurskaya Marina Alexandrovna**

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

E-mail: amurskaiam@mail.ru

The article analyzes the evolution of financial integration between Russia and China, aimed at building a multipolar currency system. The key stages of the process are considered: an unprecedented transition to settlements in rubles and yuan, the development of national payment systems (SPFS, CIPS), and participation in the multilateral mBridge project based on CBDC. A quantitative assessment of the economic effect of dedollarization is given, and the main challenges for scaling the model within BRICS+ are structured.

Keywords: *dedollarization, ruble, yuan, SPFS, CIPS, mBridge, Central Bank Digital Currency (CBDC), financial resilience, multipolarity, BRICS.*

References

1. BRICS summit participants discussed the creation of an analogue of SWIFT based on mBridge technologies / RIA Novosti. – 2024. – URL: <https://ria.ru/20241022/briks-1976543212.html> (visited on 12/20/2025).
2. *Danilova E. A., Maslov A. V.* Digital currencies in international payments: mBridge project // ECO. – 2024. – No. 3. – P. 80–94.
3. *Krylova L. V.* US dollar in the currency structure of international reserves // Economy. Taxes. Right. – 2020. – 13(5). – P. 110–119. – DOI: [10.26794/1999-849X-2020-13-5-110-119](https://doi.org/10.26794/1999-849X-2020-13-5-110-119).
4. mBridge: Pioneering Cross-Border CBDC Settlement / Central Bank of the UAE. – 2024. – URL: <https://www.centralbank.ae/en/our-operations/fintech-digital-transformation/mbridge> (visited on 12/20/2025).
5. Methodology for calculating the Financial Sovereignty Index (FSI), calculation by the author. Local calculation based on aggregated data from the Bank of Russia, the Federal Customs Service of Russia and open reports. – 2025.
6. *Mundell R.* A Theory of Optimum Currency Areas // The American Economic Review. – 1961. – Vol. 51, no. 4. – P. 657–665.
7. Project mBridge Reaches Minimum Viable Product Stage, Issues Next Stage Roadmap / Bank for International Settlements (BIS). – 2024. – URL: https://www.bis.org/about/bisih/topics/cbdc/mcbdc_bridge.htm (visited on 12/20/2025).
8. Putin said that more than 80% of transactions between the Russian Federation and China are carried out in rubles and yuan / TASS. – 2023. – URL: <https://tass.ru/ekonomika/18183427> (visited on 12/03/2025).
9. Review of the international settlements market 2021–2025. Analytical report of the Association of Banks of Russia. – Moscow, 2025.
10. *Revina S. N.* De-dollarization of international payments: theory and practice // World economy and international relations. – 2023. – Vol. 67, no. 5. – P. 60–71. – DOI: [10.20542/0131-2227-2023-67-5-60-71](https://doi.org/10.20542/0131-2227-2023-67-5-60-71).
11. *SHapovalov P.* mBridge could change global financial architecture // Forbes. – 2023. – URL: <https://www.forbes.ru/finansy/493819-mbridge-mozet-izmenit-global-nuu-finansovuu-arhitekturu> (visited on 12/20/2025).
12. *SHapovalov P. S.* Financial depth and monetary sovereignty: relationship and prospects for the BRICS countries // Finance and credit. – 2024. – Vol. 30, 2(794). – P. 242–259. – DOI: [10.24891/fc.30.2.242](https://doi.org/10.24891/fc.30.2.242).
13. *SHmidt A. A.* Transaction costs in international payments: comparative analysis of traditional and alternative systems // Money and credit. – 2022. – No. 12. – P. 45–59.
14. Siluanov: the share of settlements between Russia and China in national currencies reached 99.1% / Russia Today. – 2023. – URL: <https://russian.rt.com/business/news/1554760-siluanov-raschety-knr> (visited on 12/03/2025).
15. The Bank of Russia launches a currency swap instrument for the provision of yuan / Bank of Russia. – 2023. – URL: <https://cbr.ru/press/pr/?file=638095661527023149DKP.htm> (visited on 12/03/2025).
16. Trading volume of the ruble-yuan pair on the Moscow Exchange tripled / RBC. – 2024. – URL: <https://www.rbc.ru/quote/news/article/62da4bed9a7947487c8d90b3> (visited on 12/03/2025).
17. Traffic of the Financial Message Transmission System of the Central Bank of the Russian Federation in 2024 increased by 23% / Interfax. – 2025. – URL: <https://www.interfax.ru/business/1017233> (visited on 12/03/2025).
18. With your own money: the share of settlements in national currencies between Russia and China exceeded 95% / Russia Today. – 2024. – URL: <https://ru.rt.com/t3id> (visited on 12/03/2025).

The role of digitalization in the development of BRICS Plus countries

© 2026 **Gusarova Svetlana Anatolievna**

Doctor of Economics, Professor. Plekhanov Russian University of Economics, Moscow, Russia.

E-mail: s-gusarova@mail.ru

The author examines the phenomenon of digital transformation in the economies of the BRICS Plus countries. He analyzes the current state of digitalization, identifies the key challenges these countries face, and explores the opportunities that digitalization offers for accelerating their sustainable economic development and enhancing competitiveness.

Keywords: *BRICS Plus countries, innovation, digitalization, Artificial intelligence (AI), economic development.*

References

1. China's Expenditure on Research and Experimental Development (R&D) Exceeded 3.6 Trillion Yuan in 2024. – URL: https://www.stats.gov.cn/english/PressRelease/202502/t20250207_1958579.html.
2. Cui J. AI-Driven Digital Transformation and Firm Performance in Chinese Industrial Enterprises. – 2025. – DOI: [10.48550/arXiv.2505.11558](https://doi.org/10.48550/arXiv.2505.11558).
3. GDP (current US\$). – 2024. – URL: <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?end=2024&start=1960>.
4. GDP growth (annual %). – 2024. – URL: <https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG>.
5. Global Innovation Index. – 2024. – URL: <https://www.wipo.int/edocs/pubdocs/en/wipo-pub-2000-2025-exec-en-global-innovation-index-2025.pdf>.
6. Haryono H. BRICS in the Digital Age: Investigating Technological Innovation and Knowledge Sharing as Catalysts for Economic Transformation // The Eastasouth Journal of Information System and Computer Science. – 2024. – Dec. – Vol. 2, no. 02. – P. 84–91. – ISSN 3026-6041. – DOI: [10.58812/esiscs.v2i02.399](https://doi.org/10.58812/esiscs.v2i02.399).
7. Kasap A. The Effects of Digitalization on Economic Growth: A Comparative Panel Data Analysis of EU and BRICS-T Countries // Dynamics in Social Science and Humanities. – 2025. – Vol. 6, issue 1. – P. 10–24. – DOI: [10.62425/dssh.1623503](https://doi.org/10.62425/dssh.1623503).
8. Population, total. – 2024. – URL: <https://data.worldbank.org/indicator/SP.POP.TOTL>.
9. Rahman M. M., Hossain M. E. Synergy of governance, finance, and technology for sustainable natural resource management // Journal of Open Innovation: Technology, Market, and Complexity. – 2025. – Mar. – Vol. 11, no. 1. – P. 100468. – ISSN 2199-8531. – DOI: [10.1016/j.joitmc.2025.100468](https://doi.org/10.1016/j.joitmc.2025.100468).

Structural and Financial Problems of the Electric Power Sector in the Uemoa Countries

© 2026 **Margarita M. Kozenyasheva**

DSc (economics), Professor. Gubkin Russian State University of Oil and Gas. Moscow, Russia.

E-mail: MKozenyasheva@gmail.com

© 2026 **Affouet Michelle Audrey Kouassi**

PhD student. Gubkin Russian State University of Oil and Gas. Moscow, Russia.

E-mail: audreykouassimichelle@gmail.com

This article analyzes the root causes of structural and financial dysfunctions in the electricity sector of the West African Economic and Monetary Union (UEMOA) and highlights the paradox of public policies: designed to protect households and support access to electricity, they in fact weaken national utilities, increase pressure on public finances, amplify non-delivered energy (NDE) losses, and reinforce dependence on thermal generators. By comparing institutional models (integrated, hybrid, liberalized), the study assesses their impacts on the financial viability of the sector, budgetary stability, and economic development in UEMOA countries, and proposes a framework to guide strategic choices toward a sustainable and financially sound electricity sector aligned with regional socio-economic objectives.

Keywords: *Electricity sector, UEMOA, Financial viability, Electricity pricing, Energy subsidies, Non-delivered energy (NDE), Thermal generators, Economic development, Energy sector governance, Public policies, Electricity sector structure, African public finances, Budget deficit, National electricity companies.*

References

1. ActuNiger. Niger : l'État nationalise la Nigelec pour sauver le secteur électrique en crise. – URL: <https://www.actuniger.com/politique/21079-niger-letat-nationalise-la-nigelec-pour-sauver-le-secteur-electrique-en-crise.html>.
2. African Review. Africa Generator Set Market Report. – URL: https://africanreview.com/aaccpp/_images/ATR_Generator_Set_Market_Report_110424.pdf.
3. Africanews. Après le coup d'État, sombres perspectives pour l'économie du Niger. – URL: <https://www.africanews.com/2023/10/30/after-the-coup-detat-gloomy-prospects-for-nigers-economy>.
4. Afriveille. Côte d'Ivoire : importation des groupes électrogènes. – URL: <https://afriveille.com/cote-divoire-importation-des-groupes-electrogenes>.
5. Afrobarometer. Merged Data. – URL: <https://www.afrobarometer.org/data/merged-data>.

6. Agence Ecofin. Côte d'Ivoire : un budget de près de 760 millions de dollars pour la santé en 2022. – URL: <https://www.agenceecofin.com/sante/1911-93311-cote-d-ivoire-un-budget-de-pres-de-760-millions-de-dollars-pour-la-sante-en-2022>.
7. Annales des mines. Le concept d'énergie non distribuée, outil d'aide à la décision dans la gestion des réseaux électriques. – URL: <https://www.anales.org/ri/2002/425/doulet062-68.pdf>.
8. APA News. Bénin-Togo doivent au Nigeria 8,5 millions \$ pour l'électricité exportée (NERC). – URL: <https://apanews.net/benin-togo-owe-nigeria-8-5m-for-exported-electricity-nerc>.
9. Banque Africaine de Développement (BAD). Perspectives économiques en Guinée-Bissau. – URL: <https://www.afdb.org/fr/countries/west-africa/guinea-bissau/guinea-bissau-economic-outlook>.
10. Banque Africaine de Développement (BAD). Power Reforms in Africa. – URL: https://www.afdb.org/sites/default/files/documents/publications/power_reforms_report_french.pdf.
11. Banque Mondiale. Benin - Increased Access to Modern Energy Project. – URL: <https://documents1.worldbank.org/curated/en/891701570046002579/txt/Benin-Increased-Access-to-Modern-Energy-Project.txt>.
12. Banque Mondiale. Financial Viability of Electricity Sectors in Sub-Saharan Africa: Quasi-Fiscal Deficits and Hidden Costs. – URL: <https://documents1.worldbank.org/curated/en/182071470748085038/pdf/WPS7788.pdf>.
13. Banque Mondiale. GDP (current US\$) – Seychelles. – URL: <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=SC>.
14. Banque Mondiale. La Banque mondiale investit dans l'énergie solaire pour étendre l'accès à l'électricité en Guinée-Bissau. – URL: <https://www.worldbank.org/en/news/press-release/2024/06/06/world-bank-invests-in-solar-energy-to-expand-access-to-electricity-in-guinea-bissau>.
15. Banque Mondiale. Republic of Togo: Togo Energy sector policy review. Review of the Electricity sub-sector. – URL: <https://documents1.worldbank.org/curated/en/127631468119670200/pdf/ACS4990WP0ENGL0x0379826B000PUBLIC0.pdf>.
16. Banque Mondiale. République du Niger: Electricity Access in Sub-Saharan Africa: Uptake, Reliability, and Complementary. Factors for Economic Impact. – URL: <https://thedocs.worldbank.org/en/doc/aa1c1df323bc70ef9a9b0b0aa7ba8144-0010012025/original/M300-AES-Compact-Niger.pdf>.
17. CAGD (Bénin). Bulletin statistique de la dette publique (2e trimestre 2024). – URL: <https://www.cagd.bj/actualites/bulletin-statistique-de-la-dette-publique-2eme-trimestre-2024>.
18. Commission de Régulation du Secteur de l'Électricité (CRSE - Sénégal). Document de consultation publique. – URL: https://www.crse.sn/wp-content/uploads/2024/11/Document-1ere_Consult_Publique_finale-avec-annexe.pdf.
19. Commission de Régulation du Secteur de l'Électricité (CRSE - Sénégal). Rapport annuel 2020-2021. – URL: <https://www.crse.sn/wp-content/uploads/2024/11/RAPPORT-ANNUEL-CRSE-2020-2021.PDF.pdf>.
20. Commission de Régulation du Secteur de l'Électricité (CRSE - Sénégal). Rapport d'activités 2022-2023. – URL: https://www.crse.sn/wp-content/uploads/2024/11/RAPPORT-ACTIVITES-CRSE-2022-2023_COMPRESSE-2.PDF.pdf.
21. Connaissance des Énergies (avec AFP). La Guinée-Bissau désormais connectée à un réseau électrique sous-régional. – URL: <https://www.connaissancedesenergies.org/afp/la-guinee-bissau-desormais-connectee-un-reseau-electrique-sous-regional-250425-0>.
22. Connaissance des Énergies. Électricité en Afrique, ou le continent des paradoxes. – URL: https://www.connaissancedesenergies.org/sites/connaissancedesenergies.org/files/pdf-pt-vue/electricite-en-afrique-ou-le-continent-des-paradoxes_2.pdf.
23. Direction générale du Trésor (France). Situation économique et financière de la Guinée-Bissau. – URL: <https://www.tresor.economie.gouv.fr/Pays/GW/situation-economique-et-financiere-de-la-guinee-bissau>.
24. Direction générale du trésor et de la comptabilité publique de Côte d'Ivoire. Préservation du pouvoir d'achat des populations: 500 milliards Fcfa mobilisés pour la subvention du carburant depuis janvier 2022. – URL:

- <https://tresor.gouv.ci/tres/preservation-du-pouvoir-dachat-des-populations-500-milliards-fcfa-mobilises-pour-la-subvention-du-carburant-depuis-janvier-2022>.
25. EDM-SA (Mali). Rapport annuel 2022. – URL: <https://www.edmsa.ml/sites/default/files/Actualites/2023-12/Rapport%20Annuel%20EDM-SA%202022.pdf>.
 26. IED Consult. Rapport de faisabilité: Centrale Photovoltaïque 4,4MW et stockage 7,5 MWh à Diamarakro.
 27. IFC (International Finance Corporation). The Dirty Footprint of the Broken Grid. – URL: <https://www.ifc.org/content/dam/ifc/doc/mgrt/20190919-full-report-the-dirty-footprint-of-the-broken-grid.pdf>.
 28. INStad (Bénin). Bulletin trimestriel des statistiques du commerce extérieur. – URL: <https://instad.bj/actualites/162-bulletin-trimestriel-des-statistiques-du-commerce-exterieur>.
 29. Jeune Afrique. Énergie en Afrique : les groupes électrogènes carburent à la crise. – URL: <https://www.jeuneafrique.com/mag/252747/economie-entreprises/energie-en-afrique-les-groupes-electrogenes-carburent-a-la-crise>.
 30. KOACI. Guinée-Bissau : Bissau plongée dans le noir par une société étrangère en raison de factures impayées. – URL: https://www.koaci.com/manual/2023/10/19/guinee-bissau/politique/guinee-bissau-bissau-plonge-dans-le-noir-par-une-societe-etrangere-en-raison-de-factures-impayees_173084.html.
 31. L'Économiste du Faso. Comment réduire les tarifs d'électricité dans l'espace CEDEAO ? (Par Souleymane Ouédraogo). – URL: <https://www.leconomistedufaso.com/2018/12/10/comment-reduire-les-tarifs-delectricite-dans-lespace-cedeao-par-souleymane-ouedraogo>.
 32. La Nouvelle Tribune. Niger : l'accumulation de dettes fait abaisser la note sur l'échelle de notation de Moody's. – URL: <https://lanouvelletribune.info/2024/02/niger-laccumulation-de-dettes-fait-abaisser-la-note-sur-lechelle-de-notation-de-moodys>.
 33. Le Monde. En Afrique, les gouvernements tournent le dos aux subventions au carburant. – URL: https://www.lemonde.fr/afrique/manual/2023/10/12/en-afrique-les-gouvernements-tournent-le-dos-aux-subventions-au-carburant_6194009_3212.html.
 34. leFaso.net. Crise de l'énergie électrique au Burkina Faso : Et si on augmentait les tarifs pour certains clients ? Point de vue. – URL: <https://lefaso.net/spip.php?manual65011>.
 35. Ministère de la Santé, de l'Hygiène Publique et de la Couverture Maladie Universelle. Ministère de la Santé: Le budget de l'année 2023 adopté au Sénat. – URL: <https://web.sante.gouv.ci/actualite/1422>.
 36. Ministère des Finances (Mali). Bulletin statistique de la dette publique du Mali (2e semestre 2024). – URL: https://www.finances.ml/sites/default/files/2025-05/BULLETIN_STATISTIQUE_DETTE_MALI_2_SEMESTRE%202024_FINAL.pdf.
 37. Portail officiel du gouvernement de Côte d'Ivoire. Titre exact du communiqué à trouver. – URL: https://www.gouv.ci/_actualite-manual.php?recordID=15146&d=1.
 38. PowerGen Pages. Page d'accueil à trouver. – URL: http://www.powergen-pages.com/POWERGENPAGES_WEB/UK/index.awp.
 39. Scribd. – URL: <https://ru.scribd.com/document/738222361/Compte-Rendu-du-Conseil-des-Ministres-du-28-Novembre-2018>.
 40. Sentresor.org (Sénégal). Bulletin statistique de la dette publique (4e trimestre 2023). – URL: https://www.sentresor.org/app/uploads/2023Template_Bulletin_statistique_TRIM4_0804-1.pdf.
 41. Sika Finance. Côte d'Ivoire : un déficit financier de 33 milliards FCFA enregistré dans le secteur de l'électricité en 2022. – URL: https://www.sikafinance.com/marches/cote-divoire-un-deficit-financier-de-33-milliards-fcfa-enregistre-dans-le-secteur-de-lelectricite-en-2022_40533.
 42. SONABEL (Burkina Faso). Rapport d'activités 2020. – URL: <https://www.sonabel.bf/wp-content/uploads/2021/11/RAPPORT-D-ACTIVITES-SONABEL-01-06-2021.pdf>.
 43. Sustainable Energy for All (SEforALL). État du marché mondial des mini-réseaux. – URL: https://www.seforall.org/system/files/2024-08/SOTM%20Report%202024_FR_vFc%20%281%29.pdf.
 44. World Bank Group. Electricity Access in Sub-Saharan Africa: Uptake, Reliability, and Complementary. Factors for Economic Impact. – URL: <https://openknowledge.worldbank.org/server/api/core/bitstream/s/a6cfd8d-0224-5546-8062-5c2e69b741cb/content>.

Mechanism of Financial and Economic Cooperation among BRICS Member States (in the Context of Ongoing Investment Projects)

© 2026 **Luo Yi**

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

E-mail: fourfireluo1997@163.com

© 2026 **Demina Vera Viktorovna**

Doctor of Economic Sciences, Associate Professor; Professor of the Department of Economic Theory and Management. Moscow Pedagogical State University.

E-mail: demina-vera@yandex.ru

This article is devoted to the analysis of the financial and economic cooperation mechanism among BRICS countries in the context of implementing investment projects. The study examines institutional instruments such as the New Development Bank, payment and settlement solutions, as well as mechanisms of coordination and strategic planning. Special attention is paid to the current level of trade and investment interaction, statistical indicators, and the impact of BRICS expansion. Based on a comprehensive analysis, key challenges are identified and strategic directions for the development of the group's integration potential are proposed. The article concludes by emphasizing the role of BRICS as a platform for alternative globalization and the formation of a new financial and investment architecture.

Keywords: *BRICS, international cooperation, investment projects, financial mechanisms, New Development Bank, economic integration.*

References

1. *Afanas'eva O. N., Kobyzeva M. P.* Transformation of international finance as a result of the work of the BRICS countries // *Economics and security.* – 2025. – No. 2. – P. 23–29.
2. *Akaev A. A., Musieva D. M.* Accelerated development and expansion of BRICS based on the platform model is the path to the successful establishment of a sustainable and fair multipolar world order // *Historical psychology and sociology of history.* – 2024. – Vol. 18, no. 1. – P. 78–104. – DOI: [10.30884/ipsi/2024.01.03](https://doi.org/10.30884/ipsi/2024.01.03).
3. *Asadov B. R. O., Gavrilenko V. A., Nemchenko S. B.* Issues of the theory of international security cooperation within the BRICS framework // *Current problems of state and law.* – 2022. – 6 (23). – P. 437–449.

4. BRICS countries: development strategies and cooperation mechanisms in a changing world : materials of the Second International Scientific and Practical Conference (June 5–7, 2024): in 2 parts. Part 1. – Moscow : Izdatel'skij dom UMCZ, 2024. – 690 p.
5. BRICS expansion - a new partnership format changes the rules of the global game / Institute for World Market Studies. – URL: <https://worldmarketstudies.ru/article/rassirenje-briks-novyj-format-partnerstva-menaet-pravila-globalnoj-igry/> (visited on 12/01/2025).
6. BRICS pool of conditional foreign exchange reserves in the system of multilateral global financial management regimes / M. L. Gorbunova [et al.] // Bulletin of Nizhny Novgorod University named after. N. I. Lobachevsky. Series: Social Sciences. – 2017. – 4(48). – P. 7–18.
7. BRICS share in global GDP reaches record levels / Ministry of Finance of Russia. – URL: https://minfin.gov.ru/ru/press-center/?id_4=39140-dolya-briks_v_mirovom_vvp_dostigla_rekordnykh_pokazatelei (visited on 12/01/2025).
8. *Demina V. V., Lo I.* The role of international financial institutions in maintaining and developing international cooperation : materials of the X scientific and practical conference with international participation, Moscow, MPGU, April 24–25, 2025. // Social and humanitarian research: vectors of development of science and education. – Moscow : MPGU, 2025. – P. 213–218. – DOI: [10.37492/ISGO.2025.0022](https://doi.org/10.37492/ISGO.2025.0022).
9. Handbook of Statistics 2023 / UNCTAD. – URL: <https://unctad.org/publication/handbook-statistics-2023>.
10. *Namadov V. D., Baurina S. B.* Experience in implementing public-private partnership mechanisms in the founding states of BRICS // Industry: economics, management, technology. – 2024. – Vol. 3, 2 (9). – P. 6–12.
11. *Savinskij S. P.* Payment system of the BRICS countries // Problems of the Far East. – 2024. – No. 6. – P. 60–73. – DOI: [10.31857/S0131281224060049](https://doi.org/10.31857/S0131281224060049).
12. *Sergeeva E. R., Prilepina V. V.* Prospects for the development of BRICS in the context of alliance expansion // Russia in the global world. – 2024. – 27 (3). – P. 41–61. – DOI: [10.48612/rg/RGW.3.3](https://doi.org/10.48612/rg/RGW.3.3).
13. World Development Indicators / World Bank. – URL: <https://databank.worldbank.org/BRICS-COUNTRIES2/id/2577ded4>.

Impact of Technological Breakthroughs on the Development of China's Innovation Economy

© 2026 **Makeeva Svetlana Borisovna**

Doctor of Historical Sciences, Associate Professor, Professor of the Department of International Business. Financial University under the Government of the Russian Federation, Moscow, Russia.
E-mail: SBMakeeva@fa.ru

© 2026 **Anfertieva Anastasia Alexandrovna**

Student of the Faculty of International Economic Relations. Financial University under the Government of the Russian Federation, Moscow, Russia.
E-mail: anferteva.a.a@bk.ru

© 2026 **Vasilevskaya Angelina Alexandrovna**

Student of the Faculty of International Economic Relations. Financial University under the Government of the Russian Federation, Moscow, Russia.
E-mail: vasilevskaaangelina@gmail.com

© 2026 **Churilova Sofia Viktorovna**

Student of the Faculty of International Economic Relations. Financial University under the Government of the Russian Federation, Moscow, Russia.
E-mail: sophiachurilova@gmail.com

The article examines the impact of technological breakthroughs on the development of China's innovative economy. The role of the state, the mechanism of functioning of high-tech zones and the integration of science with industry are analyzed. It is shown that technological innovations are a key factor in increasing the competitiveness and sustainability of the country's economic growth.

Keywords: *innovative economy, China, technological breakthroughs, high-tech zones, government regulation, R&D, digital economy, industrial policy, technological sovereignty.*

References

1. *Fan' D.* China's innovation policy: stages of formation // *Creative economy*. – 2022. – Vol. 16, no. 1. – P. 331–344.
2. *Fonotov A. G., Bergal' O. E.* Territorial clusters in the system of spatial development: foreign experience // *Spatial economics*. – 2020. – Vol. 16, no. 4. – P. 113–135.
3. *Latkin A. P., Drozdov Y. M.* Assessing the prospects for innovative and technological development of China // *Research Azimuth: Economics and Management*. – 2021. – Vol. 10, 1 (34). – P. 155–158.

4. *Makeeva S. B.* Causes, evolution and consequences of the uneven regional development of the PRC in the modern period of history: a review of approaches and practices in Chinese science // Bulletin of the Peoples' Friendship University of Russia. Series "General History". – 2021. – Vol. 13, no. 2. – P. 177–188.
5. *Maksimova M. M., Milek D. D., Selemeneva E. A.* Features of the formation of special economic zones in China // Moscow Economic Journal. – 2022. – Vol. 7, no. 5. – P. 167–176.
6. *Moleva M. M., Baranov V. V., CHzhao K.* Zones for the development of new and high technologies in the strategy for forming the innovative infrastructure of the Chinese economy // Industrial economy. – 2022. – No. 5-1. – P. 66–73.
7. *Wang M., Liu X.* The Impact of the Establishment of National High-tech Zones on Total Factor Productivity of Chinese Enterprises // China Economist. – 2023. – Vol. 18, no. 3. – 68–93.
8. *Yang L., Luo X., Ding Z.* Restructuring for Growth in Development Zones, China: A Systematic Literature and Policy Review (1984–2022) // Land. – 2022. – Vol. 1, Art. 972. – 1–32.
9. *Yang S., Liu W., Zhang Z.* The Dynamic Value of China's High-Tech Zones: Direct and Indirect Influence on Urban Ecological Innovation // Land. – 2022. – Vol. 11, 1, Art. 59. – 1–19.
10. *Zhong S., Wu Y., Li J.* The carbon emission reduction effect of China's national high-tech industrial development zones // Scientific Reports. – 2024. – Vol. 14, Art. 18963. – 1–16.
11. *Zhuang L., Ye C.* Changing imbalance: Spatial production of national high-tech industrial development zones in China (1988–2018) // Land Use Policy. – 2020. – Vol. 94, Art. 104512. – 1–14.

Cultural codes in shaping economic behaviors and decision-making processes

© 2026 **Plekhanova Elena Aleksandrovna**

Ph.D., Associate Professor of the Department of Foreign Languages and Intercultural Communication. Financial University under the Government of the Russian Federation, Russia, Moscow.

E-mail: eaplekhanova@fa.ru

© 2026 **Bezverbnaya Maria Alekseevna**

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

E-mail: m_bezverbnaya@mail.ru

Culture influences the way economies develop in different countries. The concept of “cultural codes” helps to understand how people's values, habits and attitudes affect their lives. Culture shapes not only people's behavior, but also the way laws and institutions are structured. A very important factor for the economy is trust between people - where people trust each other more, business develops easier and faster. Therefore, studying cultural codes becomes very important to understand why some countries are developing faster and others slower, and how we can help them move forward. Theoretical material is an analysis of scientific literature on intercultural communication, including complex analysis, study of works of domestic and foreign researchers, as well as systematization of existing Western and Eastern approaches to business communications.

Keywords: *culture, cultural codes, economic behavior, intercultural communication, decision-making, cultural economic perspectives.*

References

1. Anniversary scientific seminar of A.A. Auzan “Cultural codes of economics at the macro and micro levels” / VK-Video. – URL: https://vk.com/video-3114_456239302 (visited on 06/12/2025).
2. *Arieli D.* Predictably Irrational: The Hidden Forces That Shape Our Decisions : trans. from the English by. – Moscow : Mann, Ivanov i Ferber, 2010. – 296 p.
3. *Ausat A. M. A.* The Role of Social Media in Shaping Public Opinion and Its Influence on Economic Decisions // Technology and Society Perspectives (TACIT). – 2023. – Aug. – Vol. 1, no. 1. – P. 35–44. – ISSN 3025-5104. – DOI: [10.61100/tacit.v1i1.37](https://doi.org/10.61100/tacit.v1i1.37).
4. *Babeshko L. O., Byvshev V. A.* Analysis of the stability of the model for forecasting the volume of mutual trade between Russia and BRICS partners // Finance: theory and practice. – 2025. – 29(4). – DOI: [10.26794/2587-5671-2025-29-4-1902-01](https://doi.org/10.26794/2587-5671-2025-29-4-1902-01).
5. *Bart R.* Fashion System. Articles on semiotics of culture / trans. by S. Zenkin. – Moscow : Izdatel'stvo im. Sabashnikov'y'x, 2003.

6. *Berdyayev N. A.* The fate of Russia: experiments on the psychology of war and nationality / Philosophical Society of the USSR. – 1990.
7. *Butenko S. V.* Russia - dialogue of cultures between East and West: historiosophical aspects // News of Volgograd State Pedagogical University. – 2016. – 8 (112). – P. 211–218.
8. *Coyle T. R., Rindermann H., Hancock D.* Cognitive Capitalism: Economic Freedom Moderates the Effects of Intellectual and Average Classes on Economic Productivity // Psychological Reports. – 2016. – July. – Vol. 119, no. 2. – P. 411–427. – ISSN 1558-691X. – DOI: [10.1177/0033294116659854](https://doi.org/10.1177/0033294116659854).
9. Cultural code of great nations. Round table materials. – Moscow : Izdanie Gosudarstvennoj Dumy', 2023. – 112 p.
10. *Eco U.* A theory of semiotics. – Indiana University Press, 1976.
11. *Hall E. T.* The silent language. – Greenwood Press, 1959.
12. *Hopp C., Stephan U.* The influence of socio-cultural environments on the performance of nascent entrepreneurs: Community culture, motivation, self-efficacy and start-up success // Entrepreneurship & Regional Development. – 2012. – Dec. – Vol. 24, no. 9/10. – P. 917–945. – ISSN 1464-5114. – DOI: [10.1080/08985626.2012.742326](https://doi.org/10.1080/08985626.2012.742326).
13. *Kroeber A. L., Kluckhohn C.* Culture. A critical review of concepts and definitions. – 1952.
14. *Leung K., Morris M. W.* Values, schemas, and norms in the culture-behavior nexus: A situated dynamics framework // Journal of International Business Studies. – 2014. – Dec. – Vol. 46, no. 9. – P. 1028–1050. – ISSN 1478-6990. – DOI: [10.1057/jibs.2014.66](https://doi.org/10.1057/jibs.2014.66).
15. *Makar S. V., Yarasheva A. V., Markov D. I.* // Finance: theory and practice. – 2022. – 26(3). – P. 157–168. – DOI: [10.26794/2587-5671-2022-26-3-157-168](https://doi.org/10.26794/2587-5671-2022-26-3-157-168).
16. *Sachs J. D., Mellinger A. D., Gallup J. L.* The Geography of Poverty and Wealth // Scientific American. – 2001. – Mar. – Vol. 284, no. 3. – P. 70–75. – ISSN 0036-8733. – DOI: [10.1038/scientificamerican0301-70](https://doi.org/10.1038/scientificamerican0301-70). – URL: <http://dx.doi.org/10.1038/scientificamerican0301-70>.
17. *Simbirczeva N. A.* “Culture code” as a cultural category // Knowledge. Understanding. Skill. – 2016. – No. 1. – P. 157–167.
18. Symbolic or substantive document? The influence of ethics codes on financial executives’ decisions / J. M. Stevens [et al.] // Strategic Management Journal. – 2004. – Dec. – Vol. 26, no. 2. – P. 181–195. – ISSN 1097-0266. – DOI: [10.1002/smj.440](https://doi.org/10.1002/smj.440).
19. *Taler R.* New behavioral economics. Why people break the rules of traditional economics and how to make money from it : trans. from the English by. – Moscow : E'ksmo, 2018. – 384 p.
20. *Taler R. Sanstejn K.* Nudge. Architecture of choice. How to improve our decisions about health, wealth and happiness : trans. from the English by. – 2nd ed. – Moscow : Mann, Ivanov i Ferber, 2018. – 240 p.
21. *Ten Y. P.* The need to minimize barriers in intercultural communications as a way to achieve mutual understanding in the global socio-economic system // Logos et Praxis. – 2021. – Vol. 20, no. 4. – P. 66–74. – DOI: [10.15688/lp.jvol1su.2021.4.8](https://doi.org/10.15688/lp.jvol1su.2021.4.8).
22. *Tylor E. B.* Primitive culture: researches into the development of mythology, philosophy, religion, art, and custom. Vol. 1. – New York : Holt, 1889.

Analysis of the Characteristics and Trends in the Evolution of the Trade Structure between China and Russia

© 2026 **Wang Xinyu**

PhD in Economics, Peter the Great St. Petersburg Polytechnic University.

E-mail: xinyu.van@yandex.ru

Against the background of global economic transformation and changes in the international trading environment, trade and economic relations between China and Russia have been gaining increasing importance within the framework of bilateral cooperation. Significant differences in the levels of economic development, industrial structure, and factor endowments of the two countries have contributed to the formation of relatively stable structural characteristics in China–Russia trade over a long period of time.

Based on publicly available statistical data from the World Bank, this article analyzes the characteristics and trends in the evolution of the trade structure between China and Russia during the period 2014–2023. The analysis employs key trade structure indicators, including the share of manufactured exports and the share of fuel and energy exports.

The results indicate that China's export structure during the period under review has been characterized by the sustained dominance of manufactured goods and a high degree of overall stability, whereas Russia's export structure shows a pronounced orientation toward fuel and resource-based products. Despite certain fluctuations in individual indicators, the trade structure between China and Russia does not exhibit a significant tendency toward homogenization, and the structural differences between the two countries in the international division of labor remain relatively stable.

These findings reflect differences between China and Russia in industrial structure and factor endowments and provide a structural basis for the long-term and sustainable development of bilateral trade and economic relations.

Keywords: *China–Russia trade; trade structure; export structure; international trade; development trends; international division of labor; export specialization; factor endowments.*

References

1. *CHao C., Xunpin V. An Empirical Study of Optimization Factors for the Structure of China's Service Exports // Economy and trade of the era. – 2023. – Vol. 20, no. 11. – P. 110–113.*

2. *CHun'fe'n M., Lina C.* Analysis of energy trade and cooperation between China and Russia in the context of achieving carbon neutrality // *China Business Review*. – 2025. – Vol. 34, no. 18. – P. 54–58.
3. *Helpman E.* Imperfect competition and international trade: Evidence from fourteen industrial countries // *Journal of the Japanese and International Economies*. – 1987. – Vol. 1, no. 1. – P. 62–81. – DOI: [10.1016/0889-1583\(87\)90023-6](https://doi.org/10.1016/0889-1583(87)90023-6).
4. *Iyan S.* The impact of the development of the digital economy on optimizing the structure of China's service exports // *International Finance and Accounting*. – 2024. – No. 21. – P. 16–27.
5. *Nan'czyuan' L.* On some problems of Chinese-Russian trade and economic relations in the new conditions // *Search and discussion*. – 2023. – No. 11. – P. 127–134.
6. *Syao L., Tyan'tyan' C.* Study of trade between Heilongjiang Province and Russia based on gravity model // *Modern commerce*. – 2025. – No. 4. – P. 118–121.
7. *Xua F.* Current state and measures to develop trade and economic cooperation between China and Russia // *Successful Marketing*. – 2018. – No. 11. – P. 64–65.
8. *YAn'xao S., Din'yuj C.* The mechanism of influence of trade facilitation on the transformation of the structure of export trade: the example of the China-ASEAN free trade area // *Corporate culture of China and foreign countries*. – 2024. – No. 6. – P. 38–42.
9. *YUjdan' C.* New trends in Russian oil trade with the world market and their significance for China // *World oil industry*. – 2024. – Vol. 31, no. 6. – P. 11–18.

Forming a Strategy for Regional Economic Resilience under Conditions of Geo-Economic Fragmentation: The Experience of Russia and Iran

© 2026 **Urunov Asror Alizhonovich**

Professor, Doctor of Economic, Department of World Economy and International Economic Relations. State University of Management.

E-mail: urunov@rambler.ru

© 2026 **Mamontov Alexey Vyacheslavovich**

PhD student and Research Assistant, Department of Economic Studies. Institute of Oriental Studies of the Russian Academy of Sciences, Moscow.

E-mail: alx.mamontoff@yandex.ru

© 2026 **Shapovalov Gleb Aleksandrovich**

PhD student. Moscow University Synergy.

E-mail: shapovaloff190500@gmail.com

The paper examines structural changes in the global economy associated with the transformation of the classical model of globalization and the intensification of geoeconomic fragmentation. The study is based on the premise that current shifts do not imply a rollback of international economic relations, but rather reflect changes in their forms and directions of organization. In this context, globalization is increasingly realized through regionally localized economic spaces, which makes it necessary to rethink the conceptual framework and reinterpret new forms of transformation of globalization processes.

Particular attention is paid to regionalization as a stable contemporary economic process. Regionalization is considered by the authors as one of the key mechanisms for the adaptation of the global economy to conditions of geoeconomic fragmentation.

The object of the research is the processes of geo-economic fragmentation and regionalization in the context of globalization of the global economic space. The subject of the study is the totality of economic relations between states and agents in the processes of geo-economic fragmentation and regionalization. The scientific novelty of the work is the actualization of the concept of geo-economic fragmentation and its interpretation through the category of regionalization. The practical significance of the study lies in the possibility of using the findings in the analysis of foreign economic strategies of states operating in conditions of geo-economic fragmentation.

The empirical part of the study is based on an analysis of two case studies – Russia and Iran – which are considered as independent examples of national economic adaptation to changes in the global environment. It is shown that under conditions of limited access to traditional global institutions and channels of international interaction, both economies develop their own models of integration into the emerging regionally oriented architecture of the global economy.

The findings make it possible to view the experience of the two countries not as isolated cases of adaptation to external constraints, but as a reflection of a broader trend in the changing logic of globalization, in which resilience and regional coherence become key factors in the development of international economic relations.

Keywords: *globalization, geoeconomics fragmentation, regionalization, regionalism, global economy, regional economic ties, national economic strategies, Russia, Iran.*

References

1. *Afanas'eva O. N., Il'ina A. A.* Regionalization of the world economy // Economics and business: theory and practice. – 2025. – 10 (128). – P. 33–37.
2. *Aiyar M. S.* Geo-economic fragmentation and the future of multilateralism. – Washington DC : International Monetary Fund, 2023.
3. *Aiyar S., Ilyina A.* Charting Globalization's Turn to Slowbalization After Global Financial Crisis / IMF Blog. – 2023.
4. *Akinbolajo O. E.* Reshoring strategies and nearshoring in post-pandemic US supply chain resilience. – 2022.
5. *Anderson E., Obeng S.* Globalisation and government spending: Evidence for the “hyper-globalisation” of the 1990s and 2000s // The World Economy. – 2021. – Vol. 44, no. 5. – P. 1144–1176.
6. *Andreyuk V. Y., Prorokov A. N.* International transport corridor “North-South”: strategic partnership and significance for the Russian economy // Transport business in Russia. – 2025. – No. 1. – P. 85–87. – EDN JKEFEY.
7. *Attinasi M. G.* Navigating a fragmenting global trading system: Insights for central banks. – 2024.
8. BRICS+: the path to a new world order / Valdai. – URL: <https://ru.valdaiclub.com/a/highlights/briks-put-k-novomu-mirovomu-poryadku/> (visited on 12/10/2025).
9. Decree of the Government of the Russian Federation of July 16, 2015 No. 708 “On special investment contracts for certain industries”. – URL: <https://base.garant.ru/71137900/> (visited on 12/10/2025).
10. *Dem'yanenko A. N.* Region and economic space // Regional studies. – 2018. – Vol. 5, no. 3. – P. 6–15.
11. *Gancia G., Ponzetto G. A. M., Ventura J.* Globalization and political structure // Journal of the European Economic Association. – 2022. – Vol. 20, no. 3. – P. 1276–1310.
12. *Geoeconomic fragmentation: The economic risks from a fractured world economy / ed. by S. Aiyar, A. Presbitero, M. Ruta.* – London : CEPR Press, 2023.
13. *Hettne B., Söderbaum F.* Theorising the rise of regionness // New Political Economy. – 2000. – P. 457–472.
14. *Jaax A., Miroudot S., van Lieshout E.* Deglobalisation? The reorganisation of global value chains in a changing world. – 2023.
15. *Kosheleva O. E., Vorob'eva M. D.* import as an anti-sanction measure // Innovation Technology Bulletin. – 2023. – Vol. 7, 1(25). – P. 39–44. – EDN JBSRZZ.
16. *Kozhanov N. A.* Between development, growth and survival: some features of the model of socio-economic development of Iran at the present stage // International analytics. – 2023. – Vol. 14, no. 1. – P. 72–91.
17. *Kozy'rev A. S.* EAEU and Iran: state, problems and prospects for foreign trade cooperation // International trade and trade policy. – 2024. – 4 (40). – URL: <https://cyberleninka.ru/article/n/eas-i-iran-sostoyanie-problemy-i-perspektivy-vneshnetorgovogo-sotrudnichestva> (visited on 11/29/2025).

18. *Kozyrev A. S.* Iran in world trade: current state of foreign trade and integration // Economics and management. – 2025. – No. 1. – URL: <https://cyberleninka.ru/article/n/iran-v-mirovoy-torgovle-sovremennoe-sostoyanie-vneshney-torgovli-i-integratsii> (visited on 11/30/2025).
19. *Nikonov V. A.* The Islamic Republic of Iran is a new BRICS member // Public administration. Electronic newsletter. – 2024. – No. 103. – URL: <https://cyberleninka.ru/article/n/islamskaya-respublika-iran-novyy-uchastnik-briks> (visited on 11/29/2025).
20. *Norring A.* Geoeconomic fragmentation, globalization, and multilateralism // BoF Economics Review. – 2024. – No. 2.
21. *Norring A.* The economic effects of geoeconomic fragmentation. – 2024.
22. Our World in Data. Growth of global trade. – URL: <https://ourworldindata.org/grapher/growth-of-global-trade?time=1990..latest> (visited on 12/10/2025).
23. *Pilipenko V. V.* Analysis of economic interaction in the Shanghai Cooperation Organization // Vestnik GUM. – 2024. – No. 2. – URL: <https://cyberleninka.ru/article/n/analiz-ekonomicheskogo-vzaimodeystviya-v-shanhayskoy-organizatsii-sotrudnichestva> (visited on 11/29/2025).
24. *Rodrik D.* The globalization paradox: Democracy and the future of the world economy // World Trade Review. – 2011. – Vol. 10, no. 1. – P. 409–417.
25. *Rozhdestvenskaya A. V.* The role of the main globalizing institutions of the world economy in the development of legal regulation of economic relations // International Journal of Humanities and Sciences. – 2020. – No. 5–2. – URL: <https://cyberleninka.ru/article/n/rol-osnovnyh-institutov-globalizatorov-mirovoy-ekonomiki-v-razvitiipravovogo-regulirovaniya-ekonomicheskikh-otnosheniy> (visited on 11/22/2025).
26. Russia and Iran completed the integration of Mir and Shetab / RBC. – 2024. – URL: <https://www.rbc.ru/finances/06/07/2024/66893cc79a794779dbed22b4> (visited on 12/10/2025).
27. Russia and Iran have almost completely switched to payments in national currencies / Interfax. – 2025. – URL: <https://www.interfax.ru/russia/1009506> (visited on 12/10/2025).
28. Russia and Iran sign memo on building small nuclear power plants in Iran / Reuters. – URL: <https://www.reuters.com/business/energy/russia-iran-sign-memo-building-small-nuclear-power-plants-iran-2025-09-24/> (visited on 11/22/2025).
29. Russia in the context of regionalization of the world economy. World economy and international relations / A. SHirov [et al.]. – 2024. – DOI: [10.20542/0131-2227-2024-68-11-72-83](https://doi.org/10.20542/0131-2227-2024-68-11-72-83). – EDN EITMOE.
30. *Simachyov Y. V.* New contours of industrial policy // report to the XXIII Yasinsk (April) international scientific conference. – 2022.
31. *Smorodinskaya N. V., Katukov D. D.* Iran's experience of being under sanctions: macroeconomic results and conclusions for Russia // Bulletin of the Institute of Economics of the Russian Academy of Sciences. – 2023. – No. 6. – P. 26–42.
32. *Tang B.* Analysis on phases of globalization and convergence // Journal of World Economic Research. – 2018. – Vol. 7, no. 1. – P. 37–43.
33. The State of Globalisation / ed. by R. Baldwin, M. Ruta. – London : Centre for Economic Policy Research, 2025.
34. *Tyukavkin N. M.* Import substitution processes in Russian industry. – 2023.
35. World Bank. Trade (% of GDP). – URL: <https://data.worldbank.org/indicator/NE.TRD.GNFS.ZS> (visited on 11/22/2025).
36. World Trade Organization. Regional Trade Agreements Database. – URL: <https://rtais.wto.org/UI/PublicMaintainRTAHome.aspx> (visited on 11/22/2025).
37. *Xejfecz B. A.* Geopolitical regionalism and new regionalization of the world economy // Bulletin of international organizations. – 2024. – Vol. 19, no. 4. – P. 7–22. – DOI: [10.17323/1996-7845-2024-04-01](https://doi.org/10.17323/1996-7845-2024-04-01).
38. *Xing Y., Wang R., Dollar D.* Global value chain development report 2023: Resilient and sustainable GVCs in turbulent times. – 2023.

MANAGEMENT

Evolution of the staff motivation system in organizations in competitive markets

© 2026 **Aleshin Denis Igorevich**

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

E-mail: 246258@edu.fa.ru

© 2026 **Krupnov Yuriy Aleksandrovich**

Doctor of Economic Sciences, Assoc. Prof. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: yakrupnov@fa.ru

This article examines the pressing issue of adapting employee motivation systems to modern economic conditions in a competitive market. Key evolutionary trends are identified, and the need to focus on intrinsic motivation and employee engagement is substantiated. It is shown that the typical corporate motivation system is constantly evolving. The new stage in the application of incentives is characterized by a shift away from standardized schemes and toward the creation of complex, flexible, and personalized systems. The need to consider classical theories and modern socioeconomic trends, labor psychology, and the values of new generations is demonstrated. Requirements for organizing a labor incentive system are substantiated.

Keywords: *management, personnel motivation, labor psychology, tangible and intangible incentives, new generation values, Frank-Auto LLC.*

References

1. Antonova V. S., Biryukova V. D., Kiseleva D. Y. Staff motivation in Google style : Collection of materials of the All-Russian Scientific and Practical Conference, Chelyabinsk, May 03–04, 2017 // Personnel management: from tradition to innovation. – Chelyabinsk : Izdatel'skij cenzr YUUrGU, 2017. – P. 43–46. – EDN ZIMHRF.
2. Bavy'kina E. N. Assessment of motivational factors: methodological aspect // Economic research and development. – 2021. – No. 7. – P. 23–28. – EDN DRAPIL.
3. De'niel P. Drive: What really motivates us. – Moscow : Al'pina Publisher, 2016. – 274 p. – ISBN 978-5-9614-5041-5. – EDN XLZYBF.
4. Fesyanova O. A. Features of motivation as a function of the strategic management system in an innovative economy // Economics and management. – 2025. – Vol. 31, no. 7. – P. 903–913. – DOI: [10.35854/1998-1627-2025-7-903-913](https://doi.org/10.35854/1998-1627-2025-7-903-913). – EDN VABHMY.

5. *Fokina O., Krupnov Y.* Evaluation of the company's organizational culture // E3S Web of Conferences: 8, Rostovon-Don, 19–30 august 2020. – Rostovon-Don, 2020. – P. 1000–7. – DOI: [10.1051/e3sconf/202021010007](https://doi.org/10.1051/e3sconf/202021010007). – EDN EWNSZM.
6. *Kaloshina T. Y., Bel'skaya Y. V.* Value guidelines of corporate culture as an HR management tool // Leadership and Management. – 2023. – Vol. 10, no. 1. – P. 139–150. – DOI: [10.18334/lim.10.1.117242](https://doi.org/10.18334/lim.10.1.117242). – EDN MERFCF.
7. *Khairullina E. R., Oshchepkov A. A., Lushchik I. V.* The influence of the pedagogical technology for motivation development on the value self-determination of students with a high level of creative thinking // Política e Gestão Educacional. – 2021. – Vol. 25, S6. – P. 1616–1. – DOI: [10.22633/rpge.v25iesp.6.16161](https://doi.org/10.22633/rpge.v25iesp.6.16161). – EDN EDVONC.
8. *Kovtun E. E.* Motivation and stimulation of economic activity on the example “regional comprehensive social service centre for the population of the North Yenisei” // Youth. Society. Modern Science, Technology, and Innovation. – 2023. – No. 22. – P. 94–96. – EDN HZLGRM.
9. *Krupnov YU. A.; Krupnov Y. A.* Economics of organizations (enterprises) : textbook for students of higher educational institutions studying under the state educational standard program for students of economic specialties (060400 “Finance and Credit”). – Moscow : Izdatel'stvo MGOU, 2010. – 223 p. – ISBN 978-5-7017-1586-6. – EDN QUDWKD.
10. *Makarova I. V.* Motivational management: classical approaches and modern theories of motivation // Economics and business: theory and practice. – 2023. – 2(96). – P. 241–245. – DOI: [10.24412/2411-0450-2023-2-241-245](https://doi.org/10.24412/2411-0450-2023-2-241-245). – EDN DVXUMO.
11. *Mirgaleeva A. I.* Internal and external motivation of employees // International Scientific Research Journal. – 2013. – 6–2(13). – P. 61–63. – EDN QIUUSH.
12. *Semenova D. S., YUrovskix E. V., YUrovskix N. S.* Measures to eliminate identified motivation problems using procedural theories of motivation in the management of the MiltiPlast enterprise // Scientific almanac. – 2018. – 4–1(42). – P. 106–109. – DOI: [10.17117/na.2018.04.01.106](https://doi.org/10.17117/na.2018.04.01.106). – EDN XQBQJF.
13. *Smirnova M. E.* Gamification as a way to motivate and retain staff // Problems of management theory and practice. – 2020. – No. 7. – P. 127–135. – DOI: [10.46486/0234-4505-2020-7-127-135](https://doi.org/10.46486/0234-4505-2020-7-127-135). – EDN NGIVGE.
14. *Sy'rovshkina D. A., Vixoreva M. V.* An integrated approach to improving staff motivation // Economics and business: theory and practice. – 2024. – 7(113). – P. 181–183. – DOI: [10.24412/2411-0450-2024-7-181-183](https://doi.org/10.24412/2411-0450-2024-7-181-183). – EDN LFFRAG.
15. *Titova G. N., Kopy'lov A. N.* Social and psychological climate in the workforce // Alley of Science. – 2024. – Vol. 1, 2(89). – P. 190–194. – EDN BRBLED.
16. *Vasil'ev S. L.* The influence of motivation and incentives on labor productivity and employee satisfaction // Bulletin of the Academy of Management and Production. – 2025. – No. 3. – P. 815–822. – EDN XCXUAY.
17. *Wang Z., Du J., Zhao Q.* Subdimensions of total rewards satisfaction and creativity among R&D employees: a moderated mediation model // Personnel Review. – 2021. – DOI: [10.1108/PR-12-2019-0656](https://doi.org/10.1108/PR-12-2019-0656). – EDN EBIPVU.
18. *Xe' F., Igumnov O. A.* The influence of corporate culture on the development of staff loyalty // Economy and society. – 2019. – 5(60). – P. 1245–1250. – EDN OKFWCJ.
19. *Xramova A. V., Korneeva A. A., Oleneva E. S.* Personnel as the main resource of the organization // Bulletin of the National Institute of Business. – 2024. – 3(55). – P. 85–89. – EDN BONDMT.
20. *YAkuba V. A.* Non-material motivation: increasing employee efficiency // Motivation and remuneration. – 2022. – No. 1. – P. 56–61. – DOI: [10.36627/2618-8864-2022-1-1-56-61](https://doi.org/10.36627/2618-8864-2022-1-1-56-61). – EDN GLXJQS.
21. *Zaikina O. P., Daultaev T. Z.* Effective methods of motivating and stimulating staff // Bulletin of Eurasian Science. – 2024. – Vol. 16, no. 2. – EDN ESFGAF.

Development of an adaptive construction project management model based on a hybrid selection of agile practices

© 2026 **Bauer Vladimir Vladimirovich**

Graduate student. State University of Education.

E-mail: bauer709@mail.ru

© 2026 **Krupnov Yuri Alexandrovich**

Doctor of Economics, Professor. State University of Education.

E-mail: yukrupnov@mail.ru

The limitations and opportunities of Agile approaches in the context of construction are analyzed. Agile practices designed to solve typical project management problems in construction are systematized. Proposals are formulated for creating a hybrid management model with individual practices linked to the stages of the project lifecycle. The model is tested on a hypothetical case of residential complex construction, and the potential effect is estimated. The theoretical significance of the work lies in the synthesis of classical and flexible approaches to project management. A new model of situational hybridization of management models in the construction industry is proposed. The practical significance lies in the development of a specific adaptive management toolkit for improving the efficiency and quality of work in the field of housing construction.

Keywords: *project management, construction, Agile, hybrid model, Scrum, Kanban, factor analysis, hybrid approach to project management.*

References

1. *Balashov S. V.* Possibilities of using flexible development methodology in the design of complex engineering objects // Interscience. – 2022. – 19–1(242). – P. 12–18. – DOI: [10.32743/26870142.2022.19.242.339419](https://doi.org/10.32743/26870142.2022.19.242.339419). – EDN WPKXH.
2. *Bani F. D., Sutjiatmo B. P.* Design E-Consulting System Using the Waterfall Model // Jurnal Teknologi dan Manajemen. – 2024. – Vol. 22, no. 1. – P. 07–14. – DOI: [10.52330/jtm.v22i1.171](https://doi.org/10.52330/jtm.v22i1.171). – EDN MCKLMJ.
3. *Bauer V. V., Krupnov Y. A.* Factors for the successful implementation of hybrid project management in the construction business // Economic Sciences. – 2025. – No. 246. – P. 603–611. – DOI: [10.14451/1.246.603](https://doi.org/10.14451/1.246.603). – EDN MVVWBG.
4. *Belyaeva E. Y.* Design methods in construction. Foreign experience and Russian realities // Economics and Entrepreneurship. – 2018. – 7(96). – P. 62–68. – EDN YVOWDJ.

5. *Bodiako A. V., Krupnov Y. A., Ponomareva S. V.* Training of the Digital Workforce from Today's Youth: Individualization Versus Standardization // Education in the Asia-Pacific Region. – 2022. – Vol. 65. – P. 259–265. – DOI: [10.1007/978-981-16-9069-3_27](https://doi.org/10.1007/978-981-16-9069-3_27). – EDN RISWDS.
6. *Borodin I.* Methodological approaches in construction project management: a comparative analysis of Agile and Waterfall methodologies // Cold Science. – 2024. – No. 12. – P. 48–55. – EDN LFDQWD.
7. *Kawsar S. H.* Agile and waterfall: Two different ways of approaching software projects // International Journal of Multidisciplinary Research and Growth Evaluation. – 2023. – Vol. 4, no. 5. – P. 1121–1124. – DOI: [10.54660/ijmrge.2023.4.5-1121-1124](https://doi.org/10.54660/ijmrge.2023.4.5-1121-1124). – EDN DLGCAN.
8. *Kon M.* Agile: Project Estimation and Planning : trans. from the English by. – SPb., 2022. – 368 p. – ISBN 978-5-4461-1926-8.
9. *Mottaeva A. B., Esayan-Lisov N. A.* Features of AGILE and WATERFALL project management methods // Innovation and investment. – 2025. – No. 6. – P. 157–161. – EDN XKCKYA.
10. *Ogidan O. T.* Adaptation of lean construction for high-rise construction projects in Russia // Construction production. – 2025. – No. 2. – P. 45–50. – DOI: [10.54950/26585340_2025_2_45](https://doi.org/10.54950/26585340_2025_2_45). – EDN STLAYJ.
11. *Sumerkin M. Y., Koshelev A. S., Prokofev D. A.* Digital technologies and Agile methodologies: synergy for improving business processes in high-tech enterprises // Economics and management in mechanical engineering. – 2025. – No. 2. – P. 31–36. – DOI: [10.48612/ecomanmash/2025-0298-3136](https://doi.org/10.48612/ecomanmash/2025-0298-3136). – EDN SOKEIN.
12. *Vasilchikova E. V.* Application of Scrum - methodology at the design stage in construction // Issues of property management, land management and geodesy. – 2022. – 1(1). – P. 48–58. – EDN XNNQJJ.
13. *Vel'dyaskin A. N.* Agile transformation of construction design // Project and program management. – 2020. – No. 2. – P. 132–144. – EDN QQNJMY.
14. *Vlasov R. O., Kolotilo R. M.* Adaptive construction management in conditions of economic uncertainty // Economics and management: problems, solutions. – 2023. – Vol. 15, 12(141). – P. 29–40. – DOI: [10.36871/ek.up.p.r.2023.12.15.005](https://doi.org/10.36871/ek.up.p.r.2023.12.15.005). – EDN BVIJXN.
15. *Vnukova A. I.* Agile methodology as a way of project management // Accounting and control. – 2025. – No. 4. – P. 10–17. – DOI: [10.36871/u.i.k.2025.04.01.002](https://doi.org/10.36871/u.i.k.2025.04.01.002). – EDN JLNIRH.
16. *Vol'fson B. L.* Agile Project and Product Management: [The Ultimate Guide to Scrum, Kanban and Agile]. – Moscow : E'ksmo, 2021. – 525 p. – ISBN 978-5-04-112042-2. – URL: <https://www.litres.ru/book/boris-volfson/gibkoe-upravlenie-proektami-i-produktami-8702931>.

The impact of artificial intelligence on the speed, validity and risks of management choice

© 2026 **Bochkarev Pavel Andreevich**

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

E-mail: 256152@edu.fa.ru

© 2026 **Krupnov Yuri Alexandrovich**

Doctor of Economics, Associate Professor. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: yakrupnov@fa.ru

Artificial intelligence offers managers not only the automation of routine tasks but also fundamentally new opportunities for strategic analysis, processing massive amounts of information, identifying hidden patterns, and predicting outcomes with a high degree of certainty. Machine learning and predictive analytics algorithms are becoming an integral part of both operational and strategic management. The impact of artificial intelligence on the speed, validity, and risks of management choices is explored. Strategic approaches necessary for the harmonious integration of digital technologies into management practices are substantiated. New challenges related to the quality, transparency, and ethics of decisions, as well as responsibility for their adoption, are assessed.

Keywords: *management, artificial intelligence, digital technologies, machine learning algorithms, risks of management choices.*

References

1. *Angela O., Odewuyi O. M.* Mitigating AI bias in financial decision-making: A DEI perspective // *World Journal of Advanced Research and Reviews*. – 2024. – Dec. – Vol. 24, no. 3. – P. 1822–1838. – ISSN 2581-9615. – DOI: [10.30574/wjarr.2024.24.3.3894](https://doi.org/10.30574/wjarr.2024.24.3.3894).
2. *Barykin S. E., Sergeev S. M., Kapustina I. V.* Environmental Sustainability and Digital Transformation of Socio-Economic: Quality of Life Perspective // *Journal of Environmental Assessment Policy and Management*. – 2023. – Vol. 25, no. 1. – P. 235000–1. – DOI: [10.1142/S1464333223500011](https://doi.org/10.1142/S1464333223500011). – EDN NCANOW.
3. *Bodiako A. V., Krupnov Y. A., Ponomareva S. V.* Training of the Digital Workforce from Today's Youth: Individualization Versus Standardization // *Education in the Asia-Pacific Region*. – 2022. – Vol. 65. – P. 259–265. – DOI: [10.1007/978-981-16-9069-3_27](https://doi.org/10.1007/978-981-16-9069-3_27). – EDN RISWDS.
4. *Bol'shakov S. N.* "Brave New World": on strategies for developing the digital economy // *Civil service*. – 2022. – Vol. 24, 3(137). – P. 64–70. – DOI: [10.22394/2070-8378-2022-24-3-64-70](https://doi.org/10.22394/2070-8378-2022-24-3-64-70). – EDN QNULJS.
5. *Davenport T., Ronanki R.* Artificial Intelligence for the Real World // *Harvard Business Review*. – 2018. – 96(1). – P. 108–116. – URL: <https://hbr.org/2018/01/artificial-intelligence-for-the-real-world>.

6. Digital technologies at X5 Retail Group / Tadviser. – URL: <https://www.tadviser.ru/index.php>.
7. Environmental competitiveness of the economy: Opportunities for its improvement with the help of AI / A. V. Kukushkina [et al.] // *Frontiers in Environmental Science*. – 2022. – Vol. 10. – P. 95311–1. – DOI: [10.3389/fenvs.2022.953111](https://doi.org/10.3389/fenvs.2022.953111).
8. Kaplan A., Haenlein M. Siri, Siri, in my hand: Who's the fairest in the land? On the interpretations, illustrations, and implications of artificial intelligence // *Business Horizons*. – 2019. – 62(1). – P. 15–25. – DOI: [10.1016/j.bushor.2018.08.004](https://doi.org/10.1016/j.bushor.2018.08.004).
9. Maslennikov V. V., Lyandau Y. V., Kalinina I. A. Formation of a digital management system for an organization // *Bulletin of the Russian Economic University named after G. V. Plekhanov*. – 2019. – 6(108). – P. 116–123. – DOI: [10.21686/2413-2829-2019-6-116-123](https://doi.org/10.21686/2413-2829-2019-6-116-123). – EDN KNKKMZ.
10. Osipov V. S., Tutaeva D. R., Diakonova O. S. Digital Society as the Basic Institution of the Digital Economy of the 21st Century // *Modern Global Economic System: Evolutional Development vs. Revolutionary Leap: Institute of Scientific Communications Conference*. Vol. 198. – Cham : Springer Nature, 2021. – P. 1133–1141. – DOI: [10.1007/978-3-030-69415-9_123](https://doi.org/10.1007/978-3-030-69415-9_123). – EDN OIHWZK.
11. Ridley M. Explainable Artificial Intelligence (XAI): Adoption and Advocacy // *Information Technology and Libraries*. – 2022. – June. – Vol. 41, no. 2. – ISSN 0730-9295. – DOI: [10.6017/ital.v41i2.14683](https://doi.org/10.6017/ital.v41i2.14683).
12. Semenixin V. V., Krupnov Y. A. Evolution of the digital environment for organizing the wholesale trade of auto components // *Innovative economy: prospects for development and improvement*. – 2024. – 7(81). – P. 95–101. – DOI: [10.47581/2024.IE-8-2024.Seminishin-Krupnov-01](https://doi.org/10.47581/2024.IE-8-2024.Seminishin-Krupnov-01). – EDN KYASCC.
13. The state of AI in 2023 / McKinsey Global Institute. – 2023. – URL: <https://publicservicesalliance.org/wp-content/uploads/2023/08/The-state-of-AI-in-2023-Generative-AIs-breakout-year-McKinsey.pdf>.
14. Valova Y. I., Rzhenczy'na L. M. Features of training competent personnel for economic development and management in modern conditions : Materials of the All-Russian Scientific and Practical Conference with International Participation // *Managing the strategic development of the main spheres and sectors of the national economy in the context of modern challenges*. – Doneczk, 2023. – P. 26–30.
15. Zhaglovskaya A. V. Methodology for intellectualization of industrial enterprise management systems // *Innovation and investment*. – 2025. – No. 9. – P. 219–223. – EDN PHWBNG.

Transformation of socially significant processes in the digital environment: social architecture as a social elevator for young people

© 2026 **Efremov Andrey Alexandrovich**

Doctor of Economics, Associate Professor, Professor of Department of Integrated Communications. Russian State University for the Humanities.

E-mail: agor80@yandex.ru

© 2026 **Sekerin Vladimir Dmitrievich**

D. Sci. (Econ.), Professor, Head of the Department of Marketing and Branding. Russian State University for the Humanities.

E-mail: bcintermarket@yandex.ru

© 2026 **Gorokhova Anna Evgenyevna**

Doctor of Economics, Professor, Professor of Department of Marketing and Branding. Russian State University for the Humanities.

E-mail: agor_80@mail.ru

The dynamism of the digital transformation of socially significant processes acts as a catalyst for the emergence of new technologies that contribute to the regulation and management of processes that ensure the constructive functioning of society in a new reality (digital environment). Social architecture is a set of tools and technologies capable of creating (constructing) new ways of interaction between the state, business and society, taking into account the interests and needs of all parties, as well as environmental opportunities, which contributes to the formation of public trust, increased social activity and quality of life in general. In addition, the emerging public demand for social architecture as a field of professional activity (social architect) suggests that social architecture can act as a social elevator for young people, providing the formation of a personality focused on solving public demands aimed at social development.

Keywords: *social architects, social sustainability, national sovereignty.*

References

1. Active Citizen. – URL: <https://ag.mos.ru/about> (visited on 10/15/2025).
2. At SPIEF they discussed what social architecture is. – URL: <https://expert-club.online/news/nam-pmef-obsudili-cto-takoe-socialnaia-arxitektura> (visited on 10/10/2025).

3. Babies and macroeconomics. – URL: <https://econs.online/manuals/ekonomika/mladentsy-i-makroekonomika> (visited on 09/28/2025).
4. Construction of the campus in Yaroslavl Rybinsk will begin in 2024. – URL: <https://ria.ru/20230805/kampus-1888348208.html> (visited on 09/24/2025).
5. Gurba, V. N. and Gromakova, V. G. // State and municipal administration. Scientific notes. – 2024. – No. 3. – P. 236–245.
6. How does civil society interact with government? – URL: <https://simplystakeholders.com/civil-society-government/> (visited on 10/10/2025).
7. It was found out how much time Russians spend on the Internet. – URL: <https://www.banki.ru/news/lenta/?id=11001533> (visited on 10/08/2025).
8. Lefevr A. Right to the city // Economic sociology. – 2023. – Vol. 24, no. 1. – P. 55–70.
9. On approval of the Fundamentals of State Policy for the preservation and strengthening of traditional Russian spiritual and moral values. Decree of the President of the Russian Federation dated November 9, 2022 No. 809. – URL: <http://www.kremlin.ru/acts/bank/48502> (visited on 10/01/2025).
10. Plotnikova M. V., Gagarin A. S. The concept of “social architect” in socio-political communication (according to content analysis of expert comments) // Political linguistics. – 2024. – 3 (111). – P. 258–264.
11. Popper K. Logic of Social Sciences. – URL: <https://gtmarket.ru/library/basis/3959>.
12. Social Architects Competition. The Presidential Academy launched a new project. – URL: <https://www.ranepa.ru/news/konkurs-sotsialnykh-arkhitektorov-prezidentskaya-akademiya-zapustila-novy-proekt> (visited on 10/12/2025).
13. Social architecture in Russia during its formation period acquires its own characteristics. – URL: <https://expert-club.online/news/socialnaia-arxitektura-v-rossii-v-period-stanovleniia-obretaet-svoi-osobennosti#:~:text=> (visited on 09/26/2025).
14. The difference between generations: what are they like - Generation Z and the “alphas” that follow? – URL: <https://trends.rbc.ru/trends/futurology/5dfcabbf9a7947a532b7f9a5> (visited on 09/26/2025).
15. There is a demand for social architects in Russia. – URL: <https://expert-club.online/news/v-rossii-sformirovalsia-zapros-na-socialnyx-arkhitektorov#> (visited on 10/10/2025).
16. Training of social architects at the Russian State University for the Humanities. – URL: <https://rsuh.ru/news/obrazovanie/podgotovka-sotsialnykh-arkhitektorov-v-rggu/> (visited on 10/01/2025).
17. Veber M. Basic sociological concepts. Part 2. Motives for social action. – URL: <https://gtmarket.ru/library/basis/3646/3648>.
18. What is singlism and why is there no shame in being single? – URL: <https://family.rambler.ru/otnosheniya/55417220> (visited on 10/06/2025).
19. Youth / UN. – URL: <https://www.un.org/ru/global-issues/youth> (visited on 09/25/2025).

The role of strategic alliances and partnerships in company development

© 2026 **Gaisin Georgy Olegovich**

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

E-mail: 246070@edu.fa.ru

© 2026 **Krupnov Yuri Alexandrovich**

Doctor of Economics, Associate Professor. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: yakrupnov@fa.ru

This article examines the pressing issue of ensuring competitiveness and business development in a highly competitive and rapidly changing market. The theoretical aspects of strategic alliances and partnerships in business are explored. It is shown that true and sustainable competitive advantage is rooted not in the temporary success of products, but in the deep, collective capabilities of an organization – a unique combination of technologies, knowledge, and management processes. Using the example of an organization in the automobile trade, it is demonstrated that the small scale of the business limits investment potential, as well as the ability to implement new technologies and ensure entrepreneurial profitability. A proposal is made to pursue a strategic course toward business expansion through alliances and partnerships with large and diversified market participants.

Keywords: *management, automobile trade, parallel imports, strategic alliance, competitiveness, financial stability.*

References

1. URL: https://www.testfirm.ru/result/9731095766_ooo-frank-avto.
2. *Androsova I. V., Simonenko E. S., Sady'xov T. Y.* Positioning the integration of business structures in the industry classification system // *Management accounting*. – 2022. – No. 8–3. – P. 315–323. – DOI: [10.25806/uu8-32022315-323](https://doi.org/10.25806/uu8-32022315-323). – EDN QCBSDA.
3. *Avanesyan D. D.* Strategic analysis of the company's activities: theoretical and methodological aspects and a method for its improvement // *Territory of science and education*. – 2024. – No. 6. – P. 32–36. – EDN QERYIB.
4. *Denisov M. V.* The economic theory of transaction costs in the teachings of Oliver Williamson // *Progressive Economics*. – 2024. – No. 5. – P. 248–256. – DOI: [10.54861/27131211_2024_5_248](https://doi.org/10.54861/27131211_2024_5_248). – EDN FRPXTJ.
5. *Eleneva Y. Y., Kovalev A. P., Andreev V. N.* Forecasting the development of an enterprise's technological capital based on the knowledge spiral by I. Nonaka and H. Takeuchi // *Social and economic systems*. – 2022. – 6–4(33). – P. 170–191. – EDN JHIBVO.

6. Frank Auto LLC / Rusprofile. – URL: <https://www.rusprofile.ru/id/1227700418472>.
7. *Gileva T. A.* Organizational competencies: tools for analysis and assessment // Bulletin of the Perm National Research Polytechnic University. Socio-economic sciences. – 2018. – No. 3. – P. 266–276. – DOI: [10.15593/2224-9354/2018.3.21](https://doi.org/10.15593/2224-9354/2018.3.21). – EDN VAPNFA.
8. *Klochko O. A.* An integrated model for the creation and functioning of international strategic alliances // Russian Foreign Economic Bulletin. – 2014. – No. 12. – P. 59–61. – EDN TFQHBL.
9. *Konopatov S. N., Salienko N. V.* Analysis of platform-based business models // Scientific journal of NRU ITMO. Series: Economics and environmental management. – 2018. – No. 1. – P. 21–32. – DOI: [10.17586/2310-1172-2018-11-1-21-32](https://doi.org/10.17586/2310-1172-2018-11-1-21-32). – EDN YTINJI.
10. *Krupnov Y. A.* State and business : scientific monographic research. – Moscow : Izdatel'stvo MGOU, 2010. – 506 p. – ISBN 978-5-7017-1557-6. – EDN QUHLLJ.
11. *Kuimov V. V., Smolenczeva L. T.* Cooperation-network business ecosystems and competitiveness. Analysis experience // Enterprise strategy in the context of increasing its competitiveness. – 2020. – No. 9. – P. 106–110. – EDN VWDLDT.
12. *Mottaeva A. B., Esayan-Lisov N. A.* Features of AGILE and WATERFALL project management methods // Innovation and investment. – 2025. – No. 6. – P. 157–161. – EDN XKCKYA.
13. *Novikova A. V., Krupnov Y. A.* Foreign investments: current trends and control by the FAS : collection of scientific articles of the 10th All-Russian scientific and practical conference with international participation, Kursk, December 30, 2020 // Research into the innovative potential of society and the formation of directions for its strategic development. Vol. 2. – Kursk : YUgo-Zapadny'j gosudarstvenny'j universitet, 2020. – P. 43–48. – DOI: [10.47581/2020/12.30.PS87/2.008](https://doi.org/10.47581/2020/12.30.PS87/2.008). – EDN DSBBSR.
14. *Olisaeva L. G.* Business partnership as a factor of competitiveness in the modern economy // Bulletin of the Altai Academy of Economics and Law. – 2025. – No. 9–2. – P. 299–303. – DOI: [10.17513/vaae1.4338](https://doi.org/10.17513/vaae1.4338). – EDN DTNBSX.
15. *Prahalad C. K., Hamel G. C. K.* An Analysis of Prahalad and Gary Hamel's The Core Competence of the Corporation. – London, 2017. – 98 p. – ISBN 9781912281077. – DOI: [10.4324/9781912281077](https://doi.org/10.4324/9781912281077).
16. *Samovoleva S. A.* The concept of absorptive capacity: problems of theory and practice // Drucker Messenger. – 2017. – 4(18). – P. 104–114. – EDN ZVZYKJ.
17. *Solesvik M.* The Rise and Fall of the Resource-Based View: Paradigm Shift in Strategic Management // Journal of the Ural State University of Economics. – 2018. – Vol. 19, no. 4. – P. 5–18. – DOI: [10.29141/2073-1019-2018-19-4-1](https://doi.org/10.29141/2073-1019-2018-19-4-1). – EDN YLWONV.
18. *Tret'yak O. A., Rumyancheva M. N.* Network forms of inter-firm cooperation: approaches to explaining the phenomenon // Russian Journal of Management. – 2003. – Vol. 1, no. 2. – P. 25–50. – EDN HTYFNV.
19. *Ustyuzhanina E. V., Tryndina N. S.* Network forms of business organization as a way of accepting fundamental uncertainty // Creative economy. – 2025. – Vol. 19, no. 6. – P. 1669–1685. – DOI: [10.18334/ce.19.6.123259](https://doi.org/10.18334/ce.19.6.123259). – EDN YJMWFL.

The role of human capital in modern management

© 2026 **Malsagova Yasmina Ruslanovna**

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

E-mail: 256193@edu.fa.ru

© 2026 **Krupnov Yuri Alexandrovich**

Doctor of Economics, Associate Professor. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: yakrupnov@fa.ru

This paper examines the role of human capital in improving management effectiveness and formulating sustainable development strategies for organizations. The relevance of this study is driven by increasing competency requirements for personnel and the development of digital transformation processes. The main areas of personnel development are analyzed, and their impact on organizational performance is assessed. Recommendations for improving human capital management are developed. Using the example of Yandex, it is demonstrated that in the post-industrial digital economy, human capital is transforming from a subsidiary resource into a key strategic asset, directly impacting competitiveness and sustainable business development.

Keywords: *management, human capital, digital transformation, human capital structure and research methods.*

References

1. *Avanesyan A. A., Krupnov Y. A.* Evaluation of the international business of Yandex // Innovative economy: prospects for development and improvement. – 2025. – 2(84). – P. 5-10. – EDN ZWYRPU.
2. *Blinichkina N. Y.* Features of human capital development in the context of digital inequality // Modern science: current problems of theory and practice. Series: Economics and Law. – 2025. – No. 6. – P. 11-15. – DOI: [10.37882/2223-2974.2025.06.05](https://doi.org/10.37882/2223-2974.2025.06.05). – EDN AHKIKW.
3. *Bogaty'reva V. V., Gribko L. V.* Essence, structure and classification of human capital // Accounting and Analysis. – 2022. – 10(310). – P. 40-47. – EDN PATYWE.
4. Corporate culture - why is it needed and what should it be? / Mirapoli. – URL: <https://www.mirapolis.ru/blog/korporativnaya-kultura-v-yandekse-rostelekome-i-rosatome>.
5. Educational projects / Yandex. – URL: <https://yandex.ru/yaintern/edu>.
6. *Kogteva D. V., Akopyan R. E.* Human resource management. Human capital // Modern Science. – 2020. – No. 11-3. – P. 99-103. – EDN JGTXQR.

7. *Krupnov Y. A.* Technological sovereignization as a global objective development trend // Innovative economy: prospects for development and improvement. – 2023. – 1(67). – P. 127–132. – DOI: [10.47581/2023/IE-01/Krupnov.01](https://doi.org/10.47581/2023/IE-01/Krupnov.01). – EDN PBRHOH.
8. *Larin A. V., Mottaeva A. B.* Evaluation of personnel performance based on a point-rating system // Business and society. – 2025. – 4(48). – EDN XDLJVK.
9. *Makarov V. V., Sluzkij M. G.* Motivating highly qualified personnel in IT companies // Problems of modern economics. – 2024. – 4(92). – P. 118–121. – EDN UEFWWG.
10. *Maxmudov B. A., Fataliev N. S., Pozhimalin V. N.* Features of human capital development: essence and methods of assessment // Innovative economy: information, analytics, forecasts. – 2024. – No. 1. – P. 89–95. – DOI: [10.47576/2949-1894.2024.1.1.010](https://doi.org/10.47576/2949-1894.2024.1.1.010). – EDN ONYLXU.
11. *Mottaeva A. B., Gaganova E. V., Solodar' A. A.* The role of higher educational institutions in increasing the educational and intellectual potential of labor resources in modern Russia // Financial markets and banks. – 2025. – No. 11. – P. 107–114. – EDN ROVINC.
12. *SHapiro N. A., Prikhod'ko R. V.* The concept of human capital - relevant today and rejected in the past // Scientific journal of NRU ITMO. Series: Economics and environmental management. – 2024. – No. 3. – P. 3–13. – DOI: [10.17586/2310-1172-2024-17-3-3-13](https://doi.org/10.17586/2310-1172-2024-17-3-3-13). – EDN DLOAXU.
13. *Sodirdzhonov M. M.* Monitoring research issues of human capital in ethnosocial processes and social trends // Social policy and social partnership. – 2021. – No. 6. – P. 447–458. – DOI: [10.33920/po1-01-2106-05](https://doi.org/10.33920/po1-01-2106-05). – EDN ZRGBPF.
14. *Tarasova M. V., Bogatenko E. R., Sviridova T. V.* Human capital and competences of the digital economy // Bulletin of the Tula branch of the Financial University. – 2020. – No. 1. – P. 377–380. – EDN WQSGNR.
15. The infrastructural role of education in the social and investment model of economic growth: the specifics of emerging markets / G. N. Semenova [et al.] // Frontiers in Education. – 2023. – Vol. 8. – P. 115414–7. – DOI: [10.3389/feduc.2023.1154147](https://doi.org/10.3389/feduc.2023.1154147). – EDN ARMBSA.
16. *Ubajdullaev B. S.* Investments in human capital as a driver of sustainable economic growth in the digital era // Economy and society. – 2024. – 6–2(121). – P. 1389–1400. – EDN IAODIJ.
17. *Volkova A. L.* Scientific approaches to the study of structural transformations in relation to human capital in the economic system // Business. Education. Right. – 2022. – 1(58). – P. 93–97. – DOI: [10.25683/VOLBI.2022.58.141](https://doi.org/10.25683/VOLBI.2022.58.141). – EDN JXLUKM.
18. Yandex (YDEX), headcount IFRS (annual values) / Smart-lab. – URL: <https://smart-lab.ru/q/YDEX/MSF0/employees>.

The need to transform the modern university

© 2026 **Petrova Olga Viktorovna**

Cand. Sc. (Soc.), Associate Professor, Leading Researcher of the Institute for Research on Socio-Economic Transformations and Financial Policy. Financial University under the Government of the Russian Federation, Moscow, Russia.

E-mail: agor80@yandex.ru

© 2026 **Sekerin Vladimir Dmitrievich**

D. Sci. (Econ.), Professor, Head of the Department of Marketing and Branding. RSUH, Moscow, Russia.

E-mail: bcintermarket@yandex.ru

The article shows that in modern socio-economic conditions (a change in the geopolitical situation, the emergence of new challenges of technological leadership, import substitution and sovereignty of the country), the model of a classical university ceases to meet the requirements of the times and needs transformation, the main vector of which is the creation of a socially responsible university focused on expanding scientific activities, commercialization of the scientific results obtained and the growth of socially responsible practices. Based on a comparative analysis of the concepts and cases of entrepreneurial and innovative universities, their main difference was revealed: the entrepreneurial university is aimed at commercializing academic activities, including educational, innovative - at increasing the volume of scientific activity, and socially responsible - at commercializing the results of scientific activity and introducing innovations into the socio-economic life of the region.

Keywords: *university, management, socially responsible university, digital transformation, innovation development.*

References

1. *Babaev Y. A., Petrov A. M.* Accounting and control of receivables and payables : educational and practical guide. – 2004. – EDN QQHJQP.
2. *Karni M.* Clean and green finance. A new sustainable financial system can provide the world with a net-zero emissions future / Finance, Development. – 2021.
3. *Petrov A. M.* Control over the movement of receivables and payables. – 2004.
4. *Petrov A. M.* Theoretical and methodological foundations of organizing accounting calculations and tax planning in corporate systems of the service sector : monograph. – SPb. : Rost, 2008. – 319 p. – ISBN 978-5-98217-037-8. – EDN QSSZRF.
5. *Petrov A. M., Kiseleva N. P., Kevorkova Z. A.* Present development practices for tax, financial and statistical reporting in the Russian Federation // International Journal of Innovative Technology and Exploring Engineering. – 2019. – Vol. 8, No. 12. – P. 3538–3542. – DOI: [10.35940/ijitee.L2626.1081219](https://doi.org/10.35940/ijitee.L2626.1081219). – EDN MYJLIZ.

6. *Petrov A. M., Ly'mar' M. P.* Comparative analysis of asset accounting in Russia and China // International accounting. – 2014. – 27(321). – P. 34–48. – EDN SGXKOD.
7. Russian renewable energy market: current status and development prospects / ARVE. – 2022. – URL: <https://ireda.ru> (visited on 01/29/2026).
8. *SHelepov A. V.* MDB approaches to attracting private investment to implement the SDGs: opportunities and risks // Bulletin of international organizations. – 2018. – Vol. 13, no. 4. – P. 144–159.
9. UN chief calls for 'zero tolerance' for empty climate promises. – URL: <https://news.un.org/ru/story/2022/11/1434512> (visited on 01/29/2026).
10. *Xominich I. P., Dy'k N. X.* Financial risks and sources of financing for sustainable development: global and Russian aspects. Bulletin of the Russian Economic University. G. V. Plekhanova. – 2023.

The structure of the organization's labor potential

© 2026 **Suzdaleva Natalia Nikolaevna**

Associate Professor of the Department of Management. Saint Petersburg Branch of the Financial University under the Government of the Russian Federation, Saint Petersburg, Russia.

E-mail: NNSuzdaleva@fa.ru

The labor potential consists of the sum of the labor potential of individual employees and the positive or negative synergetic effect associated with combining their efforts. Considering that the very concept of an organization's labor potential is complex and multifaceted, various elements of its structure are distinguished. The article examines various approaches to the structure of labor potential in order to determine the components of this multifaceted concept based on various interpretations.

Keywords: *adaptive component of labor potential, material and technical component of the structure of labor potential, motivational component of the structure of labor potential, organizational component of the structure of labor potential, status component of labor potential, structure of labor potential, labor potential of the organization.*

References

1. *Ashurbekov R. A., CHernikova Y. V., Tverdola N. M.* Labor potential: rules for assessing the effectiveness of enterprise employees // UPIRR. – 2023. – No. 3. – P. 77–79.
2. *Gafarova K. E.* Characteristics, levels and forms of human capital // Economics and business: theory and practice. – 2024. – 6-1 (112). – P. 107–112.
3. *Ishkov A. D.* Ways to overcome personnel shortages: effective use of workers' labor potential // EGI. – 2024. – 4 (54). – P. 401–407.
4. *Ivanov I. N., Belyaev A. M.* Labor organization in industrial enterprises : textbook for universities. – Moscow : YUrajt, 2026. – 305 p.

5. Labor Economics : textbook for universities. – Moscow : YUrajt, 2026. – 259 p.
6. Labor market: concept and categories of employees / L. M. Staxeeva [et al.] // Law and Governance. – 2024. – No. 5. – P. 228–297.
7. Lobanova T. N. Motivation and stimulation of work activity : textbook and workshop for universities. – 2nd ed. – Moscow : YUrajt, 2026. – 553 p.
8. Nidergaus E. O., Kemmet E. V. Management of the organization's labor potential : training manual. – Ekaterinburg : UrFU, 2025. – 96 p.
9. Solomanidina T. O., Solomanidin V. G. Motivation and stimulation of work activity : textbook and workshop for universities. – 2026.
10. Suxozhenko N. V., SHeshukova T. G. Labor potential as the most important element in the structure of the economic potential of an enterprise: analysis tools in the digital economy // Financial business. – 2025. – 11(269). – P. 103–108.

The labor potential of the organization: conceptual and terminological analysis

© 2026 **Suzdaleva Natalia Nikolaevna**

Associate Professor of the Department of Management. Saint Petersburg Branch of the Financial University under the Government of the Russian Federation, Saint Petersburg, Russia.

E-mail: NNSuzdaleva@fa.ru

Despite the active development of digitalization, personnel currently remains the most important resource of a modern organization, and the success of its further development largely depends on its potential. In this regard, the concept of labor potential is of particular importance from the point of view of management. The article examines various author's approaches to the concept of "labor potential" in order to put forward a definition based on various interpretations that best reflects the essence of the term in question.

Keywords: *personal potential, labor collective, labor potential, human capital, human potential.*

References

1. Ivanov I. N., Belyaev A. M. Labor organization in industrial enterprises : textbook for universities. – Moscow : YUrajt, 2026. – 305 p.
2. Konkin V. O. The product "labor" in the personnel marketing system // Practical Marketing. – 2025. – No. 4. – P. 77–80.
3. Labor Economics : textbook for secondary vocational education / ed. by M. V. Simonova. – Moscow : YUrajt, 2026. – 259 p.
4. Maslov N. S. Labor potential of the organization and its analysis based on the scoring method // Economics: yesterday, today, tomorrow. – 2022. – Vol. 12, 5A. – P. 254–260.

5. *Mingazova A. F.* Factors of interrelation and mutual influence of human capital and labor potential // *Economic Sciences*. – 2021. – 11 (204). – P. 280–287.
6. *Nidergaus E. O., Kemmet E. V.* Managing the labor potential of an organization: a textbook. – Ekaterinburg : UrFU, 2025. – 96 p.
7. *Odegov Y. G., Rudenko G. G.* Personnel management : textbook and workshop for universities. – 2nd ed. – Moscow : YUrajt, 2026. – 445 p.
8. *Soldatkin A. A., Kraxmalov A. N.* Conceptual basis for defining the category “labor potential” // *Bulletin of the Altai Academy of Economics and Law*. – 2021. – No. 8–1. – P. 68–74.
9. *Tumakova M. S.* The influence of the external environment on the management of labor potential // *Trends in the development of science and education*. – 2021. – No. 70–6. – P. 116–119.
10. *Uskov A. S., Simonova M. V.* Formation of labor potential for strategic planning purposes // *Labor Economics*. – 2025. – Vol. 12, no. 8. – P. 1111–1132.

Current changes in the civil service systems in Russia, the Republic of Belarus and the Republic of Kazakhstan within the framework of the modernization of socio-economic development

© 2026 **Rakhimzhanova Dinara Adletovna**

SPIR Postgraduate Student. East China Normal University, Shanghai, China.

E-mail: dinarainsta@mail.ru

© 2026 **Vostrikov Konstantin Valerievich**

Associate Professor, Department of Public and Municipal Administration, PhD in Political Science.

Kuzbass State Technical University named after T. F. Gorbachev.

E-mail: kvv-politik@mail.ru

This article identifies problematic aspects of modern regulation of the state civil service in the Russian Federation, the Republic of Belarus, and the Republic of Kazakhstan. It examines the key milestones in modern changes to the state civil service in these countries and identifies the underlying causes of these changes. The article also examines legal changes in legislation within the framework of digitalization and informatization of public administration processes, related to issues of openness and accessibility of the state civil service.

Keywords: *Russian Federation, Republic of Belarus, Republic of Kazakhstan, state civil service system, digitalization.*

References

1. *Chupris O. I.* Civil service of the Republic of Belarus: status and development prospects within the framework of a complex branch of legislation of the Republic of Belarus // Bulletin of the Institute of Legislation and Legal Information of the Republic of Kazakhstan. – 2011. – 3 (23). – URL: <https://cyberleninka.ru/article/n/gosudarstvennaya-sluzhba-respubliki-belarus-sostoyanie-i-perspektivy-razvitiya-v-ramkah-kompleksnoy-otrasli-zakonodatelstva> (visited on 11/20/2025).
2. Decree of the President of the Russian Federation dated October 16, 2020 No. 585 “On national model of public service of the Russian Federation”. – URL: <http://www.kremlin.ru/acts/bank/46080> (visited on 10/27/2025).
3. Federal Law of July 27, 2004 No. 79-FZ “On State civil service of the Russian Federation”. – URL: https://www.consultant.ru/document/cons_doc_LAW_50725 (visited on 10/27/2025).
4. *Gontar' N. N.* Current trends in the development of the state and municipal service system of the Russian Federation in 2025 // Education and law. – 2024. – No. 6. – URL: <https://cyberleninka.ru/article/n/aktualnye-trendy-razvitiya-sistemy-gosudarstvennoy-i-munitsipalnoy-sluzhby-rossiyskoy-federatsii-v-2025-godu> (visited on 11/10/2025).
5. *Isaev A. A.* Public service in the context of digitalization: theory and practice / Government, corporate technologies. – URL: <https://fire-safety-ventilation.com> (visited on 11/10/2025).
6. Law of the Republic of Kazakhstan “On Civil Service”. – 2022. – URL: https://online.zakon.kz/Document/?doc_id=31373389 (visited on 11/15/2025).
7. *Litvinczeva E. A.* Assessing public trust in public civil servants: sociological analysis // Central Russian Bulletin of Social Sciences. – 2016. – No. 2. – URL: <https://cyberleninka.ru/article/n/otsenka-obschestvennogo-doveriya-k-gosudarstvennym-grazhdanskim-sluzhaschim-sotsiologicheskij-analiz> (visited on 11/10/2025).
8. New initiatives to improve the efficiency of the public service / Ministry of Labor, Social Protection of the Republic of Kazakhstan. – 2023. – URL: <https://www.gov.kz/memleket/entities/enbek> (visited on 11/15/2025).
9. President of the Republic of Belarus. Decree of February 28, 2022 No. 82 “On digitalization of the public service”. – URL: <https://president.gov.by/ru/documents/ukaz-no-136-ot-7-aprelya-2022-g> (visited on 11/15/2025).
10. *Romanov V. V.* Digital modernization of the civil service of the Russian Federation // New development impulses: scientific research issues. – 2020. – No. 1/2. – URL: <https://cyberleninka.ru/article/n/tsifrovaya-modernizatsiya-gosudarstvennoy-sluzhby-rossiyskoy-federatsii> (visited on 11/10/2025).
11. Strategy “Digital Kazakhstan”. Website strategy / Official website of the President of the Republic of Kazakhstan. – URL: <https://www.akorda.kz> (visited on 11/15/2025).