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ECONOMIC THEORY

Audit Expectation Gap: Definition, Components, and Remediation Approaches

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Keywords: information asymmetry, audit services, international standards on auditing, gap in public knowledge about auditing, gap in audit quality, gap in audit development, gap in expectations in the audit market, gap in retrospect, principal-agent problem.

This paper investigates the key conceptual frameworks for defining the nature and structuring of the audit expectations gap within the audit services market, along with the approaches to mitigating it that are currently under discussion in both professional and scholarly communities. The study finds that, although the expectations gap has been a longstanding issue for over fifty years, it remains unresolved despite ongoing efforts and, in principle, cannot be completely closed. There is broad consensus that the practical goal is to reduce the gap as much as feasible while maintaining an appropriate balance between costs and benefits. Accordingly, new initiatives for narrowing the expectations gap are continually being proposed, with some already having been adopted or scheduled for prospective roll-out. Reducing the expectations gap enhances the value proposition of the audit, reinforces trust in the financial markets, and fosters accelerated economic growth

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Cyber risks as a systemic threat to economic sovereignty

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Keywords: digitalization, cyber risks, economic consequences, information security, disinformation, digital economy, economic security, cyber resilience.

The article examines the transformation of cyber risks from an operational problem into a strategic threat to the economic security of the state. Based on the analysis of statistical data, stable trends in the evolution of cyber threats and their cascading impact on various sectors of the economy have been identified. The paper proposes a set of practical measures aimed at forming a cyber resilience system. It also proves the economic feasibility of the proposed measures in the context of preventing systemic crises

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Development of a citizen assessment system for social sector organizations based on international and corporate experience: The Human-Centricity Index as a tool for transforming economic behavior.

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Keywords: human-centricity, citizen satisfaction, human-centricity index, expectation transfer effect, transaction costs, CSI, NPS, public administration.

The article examines the impact of the “expectation transfer effect” on transaction costs in the public sector. It substantiates the inefficiency of applying classical business metrics within state economic systems for the distribution of social services. The study develops and empirically verifies the Human-Centricity Index, which optimizes the allocation of public goods and identifies institutional barriers

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REGIONAL AND SECTORAL ECONOMY

HoReCa Trends 2026: how the economy of the restaurant and hotel business is changing

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Keywords: HoReCa, restaurant market, restaurant market trends, staff shortage, cost growth, functional nutrition, GLP-1 agonists, artificial intelligence in catering.

The article examines the key trends determining the development of the hospitality and catering industry (HoReCa) in 2026. The theoretical basis of the research is modern approaches to the analysis of consumer and socio-economic changes. Special attention is paid to the impact of the macroeconomic environment, characterized by high uncertainty, labor shortages, rising costs and the transformation of the competitive field under the influence of the development of the ready-to-eat market. Among the socio-cultural factors, the development of healthy lifestyle practices, individualization of consumption, the growing importance of convenience and the economy of impressions, as well as the strengthening of the role of communities as a factor of loyalty formation are analyzed. Technological trends related to automation, artificial intelligence and the use of data in the management of the restaurant business are considered separately. It is concluded that the current HoReCa trends should be considered as interrelated adaptation mechanisms of the industry in the context of long-term economic and social transformation

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Formation of a Set of Benchmark Oil Grades as a Tool for Restructuring the Oil Trading System

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Keywords: benchmark, OTC energy hub, benchmark index, netback, oil exchange marketplace, oil grade.

In the current context of sanctions pressure and the transformation of the global energy market, the Russian oil industry is faced with the task of creating national benchmarks. The aim of this study is to propose the creation of unified benchmarks for Russian oil grades. This article substantiates the need to create a set of benchmarks in the Russian Federation, rather than a single oil benchmark. A methodology for determining the specific weight of a particular oil grade and a single benchmark index consisting of exchange-traded and over-the-counter (OTC) components are outlined. The key advantages of creating a single benchmark index are highlighted, including the formation of an objective tax base, a basis for developing derivatives (the futures market), and a transparent pricing system for Russian oil grades. To develop the OTC and exchange markets, the creation of an oil exchange marketplace and an OTC energy hub is proposed. The scientific and practical significance of this article lies in the fact that the use of a single benchmark index will ensure a sovereign pricing system in the Russian Federation, increase budget revenues, and strengthen the state's economic security

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On the issue of the concept of a legal conflict

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Keywords: legal conflict, dispute over law, procedural form of protection, civil process.

The article analyzes the concept of a legal conflict, its legal nature, suggests an understanding of a legal conflict through a dispute about law, analyzes the resolution, settlement, and completion of a legal conflict within the framework of a system of procedural forms of protection in the civil process, and the prospects for using alternative procedural forms of protection in resolving a legal conflict

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Social Aspects of Regional Development in Russia

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Keywords: development, regions, policy, indicators, agglomerations, inequality, equalization, social aspects, residents.

The article examines the social aspects of regional development and shows that, in contemporary Russia, these aspects have ceased to be a secondary background to economic processes and have transformed into a systemic factor of territorial sustainability. The need to move from narrowly economic metrics to measuring the real quality of life and opportunities available to the population is substantiated. A methodological framework for comprehensive monitoring of the social condition of territories is developed. A key feature of the proposed toolkit is the combination of objective departmental statistics with residents' subjective assessments, geoanalytics, and digital traces, which makes it possible to identify bottlenecks at the early stages of their institutionalization. The information base of the study includes scientific publications in leading periodicals, data from Rosstat, and the results of an expert survey. The research is based on general scientific methods, including analysis and synthesis, description, comparison, and generalization, as well as sociological methods, including surveys, questionnaires, and observation

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Financial and tax accounting for digital products in an IT holding company: a revenue recognition and risk management model based on the case of T1

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Keywords: accounting, IT company, software, license, SaaS, revenue, VAT, intangible asset, tax incentive, dividends.

The article examines accounting for digital product sales by T1 IT holding in 2025. Based on public reporting and regulatory analysis, the authors develop a model for recording licenses, SaaS subscriptions, intangible assets, tax incentives, and profit distribution. A risk matrix for IT accounting is proposed. The results can be applied when designing accounting policies and internal control procedures in IT companies

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A Model of Innovation and Investment Management for Regional Development Based on Cognitive Modeling Methods

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The article addresses the problem of managing innovation and investment development of regions under the conditions of transformational changes in the domestic economy. The author substantiates the feasibility of applying cognitive modeling methods for synthesizing effective managerial decisions as an element of integrating regional economies into a new, emerging digital national framework. Objective software-based cognitive solutions to the tasks faced by managerial structures are proposed.

Materials and methods

Keywords: regional economy, innovations, regional innovation system, innovation and investment development, innovation and investment potential, cognitive modeling, decision support software system (DSS) "IGLA" (Intelligent Generator of Best Alternatives), universal management mechanism, target region.

The study is based primarily on methods of analyzing the practice of innovation and investment development of regions. In order to obtain a reliable picture, the author employed a classification method, identifying a unifying criterion for each classification group of regions. Based on the methodologies of the Russian Regional Innovation Index and the National Rating of Investment Climate, key concepts of innovation and investment activity were identified and grouped in accordance with the objective economic realities of both the external and internal environment of the domestic innovation system.

Results and key findings

The software decision-support system "IGLA" was used as a tool, enabling:

- the construction of fuzzy cognitive maps;
- the modeling of dynamic development scenarios for regional ecosystems as elements of a unified national trans-regional economic system of a new type.

A matrix for classifying regions by the level of innovation and investment activity is proposed, and a universal management mechanism has been developed that differentiates directions of influence depending on the type of region. A comparison of concept groups made it possible to identify four priority areas of managerial influence: the formation of a regulatory and legal environment, the creation of institutions, infrastructure development, and the improvement of management technologies. The developed cognitive model provides a systematic approach to accumulating successful practices in the

development of regional innovation systems and can be used to substantiate regional development strategies, taking into account the mutual influence of external environment factors.

Discussion

The conclusions and results of the study are practical in nature. The specific product developed and proposed by the author, based on the totality of the research conducted, can be recommended primarily for use by regional authorities. Reorienting it toward the interests of commercial structures involved in shaping the innovation and investment framework of the domestic economy is possible after additional research into the needs of specific participants in the meso-level commercial infrastructure, among which, even at the current stage of research, the following can be identified:

- platform-based participants;
- participants at the level of specialized software and neural network solutions;
- infrastructure participants involved in the process of collecting and transmitting data on the state and potential of regional innovation systems.

These participants require additional fine-tuning of the proposed cognitive modeling product, taking into account the parameters most preferable for their macro-format economic relationships; however, the specific parameters of the cognitive model should be adapted for each of them individually.

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Price and non-price competition in economic strategies of Russian business: analysis and five-year forecast

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Keywords: price competition, non-price competition, competitive strategies, Russian business, industry, marketplaces, import substitution, forecasting, economy.

The article examines the interplay between price and non-price competition within the strategic frameworks of Russian industrial companies. While price competition remains a visible tool in retail and e-commerce, the study reveals that in highly concentrated industrial sectors-such as ferrous metallurgy, aircraft engine manufacturing, and the defense industry-non-price factors increasingly determine competitive advantage. Drawing on extensive empirical material, the author demonstrates that oligopolistic market structures, high entry barriers, and the specific nature of state-regulated orders lead large enterprises to prioritize cost optimization, quality improvement, technological innovation, and long-term client relations over aggressive price wars. A historical case study of the Soviet gas centrifuge program is presented as an exemplary model of non-price competition, where three different plants continuously improved product reliability and performance without price undercutting. The author argues that this experience holds valuable lessons for current import substitution efforts and the pursuit of technological sovereignty. The analysis further covers the retail sector, focusing on the explosive growth of e-commerce marketplaces. It shows that the initial phase of this growth was driven partly by price advantages, but the current competitive dynamics are increasingly shaped by service quality, user interfaces, logistics efficiency, and ecosystem integration. The top five marketplaces now account for the vast majority of consumer traffic, and the sector is rapidly approaching an oligopolistic structure. Based on sectoral trends, macroeconomic conditions, and expert forecasts, the article presents a five-year outlook for Russian competitive environments. It anticipates continued stability in industrial markets, a gradual slowdown in e-commerce expansion, and a growing role for artificial intelligence tools in both pricing strategies and non-price differentiation. The author concludes that successful companies will increasingly adopt hybrid strategies that combine adaptive pricing with strong branding, innovation, and digital customer engagement, thereby transforming competition into a multidimensional process

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Indicator-Based Approach to Assessing Virtual Asset Risks in the State Economic Security System

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Keywords: virtual assets; digital currency; digital financial assets; digital ruble; economic security; AML/CFT; shadow turnover; sanctions risks; cross-border value transfer; indicator assessment.

The article develops an indicator-based approach to assessing virtual asset risks in the state economic security system. It systematises AML/CFT, cross-border value transfer, sanctions evasion, fiscal opacity, mining and crypto fraud risks. The IRVA model with 24 indicators is proposed for interagency monitoring and early risk warning

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The problem of overtourism in Russia: causes and directions of regulation

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Keywords: overtourism, excessive tourism, sustainable tourism development, regional regulation, sectoral planning.

This article examines the problem of overtourism (excessive tourism) in relation to Russian regions. It identifies regions facing the heaviest tourist load, as well as areas experiencing growing tourist flows. Based on an analysis of scientific sources and statistical data, the main causes of overtourism in Russia are identified. Potential measures to regulate overtourism in Russian regions are outlined

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Principles for establishing an effective internal control system and a methodology for adapting it to small enterprises

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Keywords: internal control, small enterprises, internal control assessment, internal control system, analysis of monitoring results.

This study aims to develop an effective internal control system and a methodology for adapting it to small enterprises. It examines a methodology for analyzing the results of monitoring internal control system performance in small enterprises, based on a set of quantitative and qualitative indicators that are adapted to resource constraints and do not require complex calculations

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Digital Transformation in Logistics: Trends and Challenges

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Keywords: logistics, digital transformation, Internet of things, artificial intelligence, supply chain, blockchain, big data, digital competencies.

Digital transformation in logistics is an important prerequisite for the competitiveness and sustainability of supply chains. With the rapid growth of data volume, stricter requirements for cargo tracking, and changing consumer preferences, traditional management methods are insufficient to ensure effective operations. The object of the research is the digital transformation of logistics systems in the context of economic changes and supply chain volatility. The article analyzes the synergistic effect of the Internet of Things, artificial intelligence, and the blockchain system, as well as their ability to overcome existing limitations despite the presence of barriers. Consideration of these aspects allowed us to create a holistic picture of the current stage of digitalization in the logistics sector. The article systematizes modern approaches to the digital transformation of logistics, noting that despite the recognition of this phenomenon as a trend, there is a lack of research on the integration of diverse technologies into a single operational environment. The purpose of the study is to systematize current technological trends in the digital transformation of logistics and identify key challenges (organizational, financial, technical, personnel, regulatory) that hinder their effective implementation

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Economic evaluation of architectural methods for data integration in digital twins

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Keywords: digital twin, data integration, IoT, stream processing, message broker, Kafka, architecture classification, cost efficiency.

This article examines architectural methods for integrating data in digital twins. Streaming, edge, and hybrid approaches to transmitting data from IoT devices are analyzed. A classification of integration methods is proposed based on three criteria: transmission method, data storage type, and network topology. Practical recommendations for selecting an architecture based on latency and scalability requirements are formulated, and an economic assessment of various integration system design options is provided

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Fraud as a threat to the economic security of the Russian Federation

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Keywords: fraud, cybercrime, financial pyramids, economic security, bills, AI, social engineering, digital platforms, unauthorized transactions.

According to data for 2025, the volume of embezzlement of funds amounted to about 29.3 billion rubles. At the same time, the number of unauthorized transactions increased by about 30%. Almost half of all crimes (49.4%) relate to theft of other people's property. The article discusses the main types of fraud that have been most common in recent years: cyberbullying, pyramid schemes, and the use of artificial intelligence technologies. Risks and threats such as image damage to the national financial system, illegal withdrawal of funds abroad through cryptocurrencies, compromise of government information systems, vulnerability of anti-fraud systems to social engineering methods, the "thousand cuts strategy" (small transactions), as well as insufficient coordination between financial institutions and telecom operators. Measures are proposed to dampen risks: the introduction of legislative liability of organizations for non-compliance with fraud prevention requirements; replacing traditional multifactor authentication with systems for analyzing behavioral characteristics (typing speed, mouse movement, device position) using AI; organizing operational data exchange between banks, retail chains, telecom operators and the police in real time; moving from theoretical briefings to practical simulations of attacks using deepfakes; implementing a "trusted person" system to confirm large-scale operations of vulnerable categories of citizens. The implementation of these measures will reduce the proportion of unauthorized transactions, reduce material and image damage to the state and citizens, and strengthen the country's economic security in the face of digital threats

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"Green bonds" as a mechanism for attracting private capital to environmental projects: barriers and prospects under sanctions restrictions

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Keywords: green bonds, sustainable finance, ESG investing, environmental projects, sanctions, private capital, ecological modernization, BRICS, sustainable development taxonomy, digital financial assets, public-private partnership.

The article provides a comprehensive examination of the role of green bonds as an instrument for mobilizing private capital to finance environmental projects in the Russian Federation under unprecedented sanctions. The research methodology integrates systemic analysis, comparative methods, statistical analysis of green bond market dynamics for 2018–2025, and expert assessments. Key barriers to the development of the domestic green bond market are systematized: regulatory, institutional, informational, technological, and geopolitical. A critical analysis of the fundamental limitations of the instrument itself is conducted, including the «additionality» problem and the risk of taxonomic arbitrage. The author's «Three Contours» model for stimulating green bond issuance is substantiated, integrating fiscal incentives, institutional support mechanisms, and international integration within BRICS+. The prospects for market digitalization through digital financial assets (DFA) and public-private partnerships in the form of concession agreements are explored

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Game mechanics as a tool for managing employee engagement and reducing turnover

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Keywords: Gamification, digital motivation, distributed teams, delivery services, leaderboards, game mechanics, staff turnover, KPI, HR management, digital platforms.

In the context of digitalization and the transition to distributed management models, express delivery services face high courier turnover rates (45–60% per year) and a decrease in productivity after the third month of work, while traditional KPI-based motivation systems lack transparency, efficiency, and personalization. The goal is to identify the most effective gamification mechanics for managing distributed delivery service teams and empirically validate a digital motivation model. The article employs general scientific methods, case analysis, and a systematic approach. The most common mechanics were leaderboards, badges, and challenges. There was a 15–22% increase in productivity, a 20–40% decrease in turnover, and an 8–18% improvement in service quality. The limitations were identified: the short-term effect, the risk of decreased quality, conflicts, and burnout. Differences were found between Russian and European practices. The results can be used by delivery service managers and logistics companies to design and upgrade courier motivation systems, as well as in research on personnel management in the digital economy

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Service quality management as a factor of increasing the competitiveness of an enterprise in the context of the transformation of the consumer market

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Keywords: quality management, competitiveness, Kano model; SERVQUAL; ABC/XYZ analysis; quality management system; import substitution; GOST R ISO 9001.

In a highly competitive and structurally transformative retail market, systematic service quality management is becoming a critical factor in the sustainable development of retail chains. The aim of this study is to develop a set of measures to improve retail operations in the context of import substitution. This research utilizes a combined performance assessment analysis: quantitative diagnostics using SERVQUAL and a qualitative classification of consumer expectations using N. Kano's model. The analysis identified waste, including excess inventory, lack of quality control at the product distribution stages, high employee turnover, and fragmented customer feedback. A set of corrective measures was proposed, including the implementation of a three-tier quality control system, standardization, and digitalization of the feedback system. The practical significance of this study lies in the development of a roadmap for improving quality management at retailers undergoing supply chain restructuring

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FINANCE

PPP financing mechanism in regional social infrastructure: methods and tools

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Keywords: public-private partnership, PPP, social sphere, region, financing mechanism tools, social infrastructure, investment promotion, capital grant, equity capital, mezzanine capital, bank capital.

The article systematizes the key capital-raising tools for regional social PPP projects, including equity, debt, mezzanine capital, as well as state subsidies and capital grants. The author proposes and substantiates an adapted economic-mathematical model for calculating the weighted average cost of capital (WACC), taking into account specific regional risks, tax shield asymmetry for hybrid financial instruments, and the synergetic effect of non-repayable state co-financing

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Risk matrix of wholesale trade enterprises and recommendations for taking risks into account in financial strategy formation

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Keywords: wholesale trade, wholesale trade enterprises, financial strategy, risks, risk management, risk matrix, working capital, financial stability.

The article examines a risk-oriented approach to the formation of financial strategy in wholesale trade enterprises. It is substantiated that the specifics of the industry increase the impact of credit, interest rate, inflation, logistics, counterparty, market, and managerial risks on the financial stability of enterprises. Based on the analysis of industry-specific features and empirical indicators of the risk environment, an analytical risk matrix is developed, linking risks with elements of financial strategy, possible consequences, and directions for their consideration. The article concludes that risk management should be incorporated into financial planning, working capital and liquidity management, cost control, debt management, and investment decision-making

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Institutional foundations of targeted microfinance for SMEs: functional systems principles and characteristics

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Keywords: targeted microfinance, small and medium-sized enterprises, институциональные пустоты, institutional voids, para-banking sector, microfinance principles, functional system.

Employing a historical-institutional analytical framework, the article shows that the emergence and development of SME-targeted microfinance are fundamentally shaped by cultural and institutional context, formulates core principles of targeted microfinance and identifies its systemic characteristics. The research advances the theoretical conceptualization of microfinance as a distinct institutional mechanism for SME financing and concludes that targeted SME microfinance constitutes an autonomous functional subsystem within the national financial architecture

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Adaptation of the income approach to valuing B2B digital assets based on operating and web analytics metrics

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Keywords: digital assets, business valuation, intangible assets, income approach, DCF, web analytics, conversion, customer base, B2B, discount rate.

The article examines the valuation of digital assets of B2B companies whose value is generated not only by legal rights to a website, software code or domain name, but also by the asset's ability to attract target traffic, convert it into leads and generate future cash flows. The relevance of the study is determined by the growing importance of digital sales channels and by the limited applicability of traditional intangible asset valuation approaches in cases where the asset is deeply embedded in the operating model of a particular company. The purpose of the study is to develop and test an adapted income-based valuation algorithm for B2B digital assets using operating and web analytics metrics. The methodology includes an analysis of regulatory valuation approaches to intangible assets, a review of international research on software assets, customer base valuation and data-driven marketing, a case study, cash flow modeling, scenario analysis and sensitivity analysis. The empirical basis includes the AreaSteel.ru case, valuation report No. 531–18 dated 01.11.2018, web analytics data for 2020–2025, and a professional appraisal company's review confirming the practical approbation of the proposed logic. The result is a valuation model linking traffic, conversion, average transaction value, margin, risk profile and discount rate. The practical significance of the study lies in the use of the proposed algorithm in transactions, litigation, bankruptcy procedures and corporate formalization of digital assets

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WORLD ECONOMY

Modernization of the migration policy of the Kyrgyz Republic in view of the needs of regional labor markets

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Keywords: migration policy, labor migration, regional labor markets, internal migration, external labor migration, digitalization of migration services, migrant reintegration, employment, labor resources.

This article examines the current directions for modernizing the migration policy of the Kyrgyz Republic in view of the needs of regional labor markets. It analyzes scholarly approaches to the study of labor migration, the existing legal and regulatory framework, as well as current trends in both external and internal migration in the country. Particular attention is given to the relationship between migration processes and regional labor market imbalances, the digitalization of migration services, and the issues of adaptation and reintegration of returning migrants. Based on an analysis of academic literature, official statistical data, and regulatory legal acts, the priority areas for improving migration policy are identified. The study substantiates the need to shift toward a regionally oriented model of migration management aimed at more efficient use of labor resources and at reducing territorial disparities in employment

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The Role of International Institutions in the Development of the Trade Conflict between the United States and China

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Keywords: global governance, institutional fragmentation, US-China trade conflict, WTO, dispute settlement mechanism, G7, G20, BRICS, geoeconomics competition, polycentricity.

The article examines the role of multilateral international institutions amid the US-China trade conflict. It analyses the functions of the WTO, the US system, and club formats (G7, G20, BRICS) in the context of growing geoeconomics fragmentation. Drawing on neoliberal institutionalism and international regimes theory, the study identifies a functional redistribution between universal and club institutions. The former retain normative and legitimating functions while losing enforcement capacity, whereas practical policy coordination shifts toward club formats. The findings contribute to understanding the transformation of global governance architecture under a polycentric world order

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Digitalization as a driver of growth in the penetration of credit products among the population in the global financial market

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Keywords: retail lending, digitalization, penetration of credit products among the population, causal effect, customer acquisition and retention, scoring, digital footprint, dynamic pricing, P2P lending, financial accessibility.

The article substantiates that digitalization is a causal (and not just a concomitant) driver of the growth in the penetration of credit products among the population in the global retail lending market. Based on empirical studies identifying the causal effect in the credit market (exogenous variation, discontinuous design, endogeneity correction methods), the authors show the mechanism of this influence and structure it along two contours of the customer cycle: attraction (sales channels and new products) and retention (rapid automated scoring and personal pricing). Quantitative data from the World Bank, the Bank of Russia, the IMF, and consulting companies show that global account ownership has grown from 51% of adults in 2011 to 79% in 2024. The share of new digital products on the market is estimated and the thesis that a number of them are fundamentally impossible outside the digital environment is substantiated

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U.S.–China competition: from economic cooperation to techno-economic decoupling

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Keywords: United States, China, technological competition, techno-economic frameworks, decoupling, global value chains.

This article examines the competition between the United States and China as a continuous process that has progressed through a series of stages, ranging from trade and economic cooperation to structural decoupling between the two countries in the economic and technological spheres. The author proposes a periodization of U.S.-China competition and identifies the structural challenges and distinctive features of each stage

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The Role of BRICS in the Global Economy: How the Association Affects International Investment

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Keywords: BRICS, foreign direct investment, sustainable development, New Development Bank, de-dollarization, international capital flows, institutional transformation, global economy, emerging markets.

The relevance of this study stems from the association's transformation into an institutional player. The methodology is based on comparative and statistical analysis. The strengthening role of the New Development Bank as a driver of infrastructure projects is demonstrated. The theoretical significance lies in the development of an eclectic paradigm for coalition market formats. The practical value lies in the substantiation of mechanisms for de-dollarization and mitigation of currency risks

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MANAGEMENT

Formation of the strategic role of an entrepreneur in terms of delegation of operational management

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Keywords: entrepreneur, business owner, strategic management, operational management, delegation of authority, CEO, succession, corporate governance, professional management, business scaling.

The article examines the transformation of the entrepreneur's role when operational management is delegated to professional management. The need to form a CEO role, transfer authority together with responsibility, and move the owner toward strategic ownership is substantiated

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Strategic model for identifying business scaling points under conditions of structural transformation of the economic environment

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Keywords: business scaling, strategic management, digital transformation, trends, business model, productivity, structural change, management, economics.

The article proposes a model for identifying business scaling points based on external trends, structural deficits, and organizational readiness under market transformation conditions. Key strategic growth factors and implementation conditions are defined

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Algorithm for improving the efficiency of managing an organization's operational logistics activities

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Keywords: operational logistics activities, logistics management algorithm, efficiency of logistics processes, logistics diagnostics, logistics costs, key performance indicators, material flow management, digitalization of logistics.

The article examines the theoretical and methodological foundations for improving the efficiency of managing an organization's operational logistics activities. The relationship between the mechanism and the algorithm for managing logistics processes is analyzed, and indicators used to assess costs, operation duration, productivity, reliability, and the quality of logistics services are considered. The need to establish a sequence of actions linking the diagnosis of the current state of logistics processes, the identification of the causes of deviations, the prioritization of reserves, and the selection of management decisions is substantiated. Based on systemic, process-based, and structural-functional approaches, an algorithm consisting of six stages is developed: defining the purpose and scope of the analysis, collecting and verifying source data, diagnosing logistics processes, prioritizing reserves, implementing decisions, and evaluating the achieved effect. A priority index is proposed, which makes it possible to compare problematic processes with regard to the magnitude of deviations, the controllability of their causes, the expected result, and the resource intensity of the proposed measure. An integrated logistics efficiency index and an indicator of the economic effect resulting from the implementation of the selected decisions are developed. It is established that the application of the algorithm makes it possible to substantiate the choice of measures, assign responsibility for their implementation, and ensure a return to previous stages when target management indicators are not achieved. Based on the results of the study, conclusions are drawn regarding the possibility of applying the developed algorithm to the management of procurement, inventories, warehouse operations, transportation, and order fulfillment

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Export Positioning of Russian Soft Drink Producers: Dynamics, Product Structure and Destination Geography

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Keywords: soft drinks, Russian exports, HS 2202, product structure, destination geography, country structure, export potential.

The relevance of the study is determined by the need to diagnose export positions of Russian soft drink producers amid changing foreign trade links, non-resource exports and global consumption shifts. The article aims to assess export dynamics, product structure, geography and dependence on key foreign markets. Based on UN Comtrade, OEC, Agroexport and industry sources, it applies structural analysis, share calculations, comparison of value and volume indicators, and assessment of shipment concentration. The findings show that the export base is mainly formed by HS 2202 products, while sweet carbonated drinks are oriented toward EAEU, CIS and neighboring Asian markets. Production growth does not automatically strengthen exports: distribution, logistics, certification, product adaptation and stable country channels remain decisive. Scientific novelty lies in a three-level diagnostic framework combining product, country and corporate analysis. The article concludes that producers have a stable regional base, limited presence in distant markets and diverse export models

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Digital transformation of corporate governance: factors, trends, risks

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Keywords: corporate governance, digital transformation, automation, tools, processes, factors, risks.

This article examines the digital transformation of corporate governance at the microeconomic level. In the context of the fourth industrial revolution and the active implementation of self-learning neural networks, artificial intelligence, and blockchain, the traditional format of interaction between management and owners is being supplemented by a new element – management process automation tools. The authors conducted a comparative analysis of the main corporate governance models in the context of digital transformation, identifying three digital corporate governance models (hierarchical, network cooperation, and hybrid), and determining their advantages and disadvantages. It was established that the choice of a specific model depends on the industry specifics, corporate culture, level of digital maturity, and strategic development goals. Recommendations for improving organizational management are formulated, including legal protection of digital assets, codification of responsibilities for ensuring the safety and reliability of data, and the development of internal standards for the use of artificial intelligence. The practical significance of this work lies in the potential application of the proposed recommendations to improve the effectiveness of automation tools in corporate governance

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Institutional Factors in the Formation of Multicareer Strategies for Student Youth in Modern Conditions

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Keywords: multicareer, student youth, career strategies, institutional factors, career competence, career guidance, career center, project activities.

Relevance. The article analyzes the factors that shape the multicarrier strategies of student youth in today's environment. The transformation of the labor market, driven by technological advancements, automation, and the proliferation of artificial intelligence, as well as demographic changes, the expansion of flexible employment options, economic instability, and shifts in the demand for professions, has led to an increased demand for multicarrier strategies among student youth. Today, students are increasingly viewing their careers not as linear progress within a single profession, but as a combination of multiple professional paths, employment types, and self-fulfillment trajectories. Based on the research results, the thesis is substantiated that institutional factors play a significant role in setting the framework and resources for career choice and development: university infrastructure, career guidance methods, project activities, and interactions with employers.

The purpose of the study is to analyze the institutional factors influencing the formation of multi-career strategies among students and to determine the role of the university as a space for career orientation and professional self-determination.

The objectives of the study are to identify the key institutional mechanisms supporting students' choices, analyze the results of a pilot survey of students, and determine the significant factors influencing the formation of multi-career attitudes.

Research results. The study found that students' multi-career strategies are influenced by a complex of institutional conditions, among which internships, career center activities, career guidance events, interaction with employers, and project activities are the most significant. The analysis showed that students positively evaluate the possibility of combining several professional trajectories, but at the same time, they point out the main barriers: lack of time, lack of information, and the risk of overload. The results obtained indicate that the university acts not only as an educational institution, but also as a career and organizational institution that forms the readiness of young people for a diversified professional trajectory

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