

---

# **ECONOMIC AND LAW ISSUES**

---

Nº12 (198)  
2024

**Editorial Council:**

**A. P. Torshin** – Candidate of Law, Deputy Chairman – State Secretary of the Bank of Russia, Chairman of the Editorial Board of the Journal “Economic and Law Issues”

**E. M. Ashmarina** – Doctor of Law, Professor, Head of the Department of Legal Support of Economic Activity of the Russian State University of Justice, Editor-in-Chief of the Journal “Economic and Law Issues”

**A. G. Lisitsyn-Svetlanov** – Doctor of Law, Professor, Academician of the Russian Academy of Sciences, Institute of State and Law of the Russian Academy of Sciences

**V. N. Viktorov** – Doctor of Economics, Professor, Head of the Center for Special Programs at St. Petersburg Mining University

**Yu. V. Golik** – Doctor of Law, Professor of the Department of Criminal Law and Criminology of the Moscow Academy of the Investigative Committee of the Russian Federation

**S. N. Silvestrov** – Doctor of Economics, Professor, Academician of the Russian Academy of Natural Sciences, Director of the Economic Policy Institute and the problems of economic security, Professor of the Department of World Economy and World Finance of the Financial University under the Government of the Russian Federation

**A. A. Liverovsky** – Doctor of Law, Professor at the Department of Constitutional and Administrative Law of the National Research University Higher School of Economics in St. Petersburg

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”

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

E-mail: [info@law-journal.ru](mailto:info@law-journal.ru)

WWW: <http://law-journal.ru>

Tel.: +7(995)4844669

The Certificate of registration of mass media:

ПИ № ФС 77-31419 from 06.03.2008

Subscription index 70180

ISSN 2072-5574

Issue date 01.12.2024

Format 60×84/8, printed signatures 26.16

500 copies

Printed by “24 Print” Ltd

**Editorial Board:**

**E. M. Ashmarina** – Doctor of Law, Professor, Head of the Department of Legal Support of Economic Activity of the Russian State University of Justice, Editor-in-Chief of the Journal “Economic and Law Issues”

**O. Yu. Bakaeva** – Doctor of Law, Professor of the Department of Financial, Banking and Customs Law of the Saratov State Law Academy

**V. V. Bolgova** – Doctor of Law, Professor, First Vice-Rector for Academic and Educational Work, Head of the Department of Theory and Philosophy of Law, Samara State University of Economics

**A. A. Pavlushina** – Doctor of Law, Professor

**S. A. Makhosheva** – Doctor of Economics, Professor, Head of the Department “Regional Management” of the Institute of Informatics and the problems of regional management of the Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences

**V. V. Simonov** – Doctor of Economics, Professor, Head of the Department of Church History, Moscow State University named after M. Lomonosov

**I. A. Shulyatyev** – PhD in Law, Senior Lecturer at the Department of International and European Law, Institute of Legislation and Comparative Law under the Government of the Russian Federation

**A. A. Alekseev** – Doctor of Economics, Professor, Director of the Center for Innovative Development, Professor of the Department of Enterprise Economics and Production Management, St. Petersburg State University of Economics

**V. P. Ponka** – Doctor of Law, Professor of the Department of Civil Law, Process and Private International Law of the Peoples' Friendship University of Russia

**M. F. Gus'kova** – Doctor of Economics, Professor at the Institute of Paths, Construction and Structures of the Russian University of Transport (MIIT)

**P. V. Pavlov** – Doctor of Economics, Doctor of Law, Associate Professor, Director of the Institute of Management in Economic, Ecological and Social Systems of the Southern Federal University

**R. I. Khansevyarov** – Doctor of Economics, Professor of Samara State University of Economics

**Chief Editor:**

**E. M. Ashmarina** – Doctor of Law, Professor

# CONTENTS

## ECONOMIC THEORY 177

**Guskova M. F., Sterlikov P. F., Sterlikov F. F.** On the fairness of the personal aspect of the consumption of public goods (civilizational approach) ..... 177

## REGIONAL AND SECTORAL ECONOMY 179

**Datsenko S. V.** Logistics organization of purchases in current and investment activities of an oil and gas company ..... 180

**Datsenko S. V., Grishaev S. Yu.** Market evolution of management concepts in supply logistics and production organization ..... 182

**Kalnaya A. Yu., Dzhioev P. V., Brykalova D. S.** Factors Determining the Level of Innovation Activity in the North Caucasus Federal District: A Comparative Analysis with All-Russia Indicators ..... 184

**Gladkina E. M., Bogataya I. N.** Advantages of using risk-based audit for the purpose of detecting fraud ..... 186

**Grishaev S. Yu., Plyachkaitene I. M.** Global IP Vendor Model vs. Full-Cycle Vertical Integration: Risks and Limitations of a Closed Value Chain in Domestic Microelectronics ..... 188

**Grodinskaya A. N.** Characteristics of the principles of state policy for support and regulation of innovative development of the service sector ..... 190

**Gurtuev A. O., Mahosheva S. A., Shizhazheva S. S., Efendieva H. A., Hadjieva M. I.** Methodological foundations for building institutional principles for the development of the region's innovation environment in a global environment ..... 192

**Kalinin K. N., Egorushkina A. S., Egorushkina T. N.** Socio-economic assessment of digital inequality in the modern digital economy ..... 194

**Kandrokova M. M., Makhosheva S. A., Shardan S. K., Yandieva L. Kh., Uyanaeva Kh. B.** Development of the institutional basis of green finance in Russia: challenges, prospects and innovative approaches ..... 196

**Kononov A. N.** Export-Oriented Development of Value Chains in the Domestic Pharmaceutical Industry ..... 199

**Mkhosheva S. A., Shardan S. K., Keshtov M. M., Uyanaeva Kh. B., Makhoshev A. A.** Opportunities and prerequisites for the transition to a knowledge-based economy in the context of its impact on structural transformations and economic growth in the region ..... 201

<b>Mahosheva S. A., Kandroikova M. M., Shardan S. K., Uyanaeva Kh. B., Yandieva L. Kh.</b> Environmental Taxation as a Tool for Sustainable Economic Development: Challenges and Solutions for Russia.....	203
<b>Makhosheva S. A., Makhosheva S. A., Keshtov M. M., Uyanaeva Kh. B., Makhoshev A. A.</b> System of indicators allowing to assess the level of development of the knowledge economy at the meso level	205
<b>Mishchenko O. A.</b> Transport and logistics framework of new subjects of the Russian Federation: state and features of restoration of the transport network.....	207
<b>Onoprienko D. V., Gorbatko E. S.</b> Theoretical basis of intellectual capital and its components .....	209
<b>Sotnikov H. A., Tolstykh T. O.</b> Analysis and evaluation of trends and trends of industrial network integrations in Russia and abroad.....	211
<b>Tyurin A. O.</b> Implementation of the digital ruble into the economic activities of citizens (On the example of households) .....	213
<b>MANAGEMENT</b>	215
<b>Asatryan E. E.</b> Suppliers' experience in purchasing management in the restaurant business .....	216
<b>Churilova I. G., Usmanova K. R.</b> Psychological and pedagogical aspects of the activities of a tourism manager .....	218
<b>Galtsev A. A.</b> On the question of the executionality of the transition to gas piston power generation by small and medium businesses.....	220
<b>Gomonova M. S., Mottaeva A. B.</b> Managing the motivation of foreign workers .....	222
<b>Churilova I. G., Usmanova K. R.</b> New technologies in psychological and pedagogical skills of a tourism manager .....	224

# ECONOMIC THEORY

## On the fairness of the personal aspect of the consumption of public goods (civilizational approach)

---

© 2024 **Guskova Marina Fedorovna**

Doctor of Economics, Professor, Head of the Department of Quality Management. Russian University of Transport (MIIT), Russia, Moscow.

E-mail: oet2004@yandex.ru

© 2024 **Sterlikov Pavel Fedorovich**

Doctor of Economics, Professor, Head of the Department of Economic Theory, Russian University of Medicine, Ministry of Health of the Russian Federation.

E-mail: oet2004@yandex.ru

© 2024 **Sterlikov Fedor Fedorovich**

Doctor of Economics, Professor, laureate of the Government of the Russian Federation Award in the field of science and technology, Professor at the GSI Humanitarian and Social Institute. Kraskovo, Moscow region, Russia.

E-mail: oet2004@yandex.ru

The article noted the shortcomings of economic theories and applied distribution equity practices. The focus is on addressing the equity of the personal aspect of public goods consumption. A civilizational approach to personal consumption and accounting of certain principles is justified.

---

**Keywords:** *economic distribution of public goods. distribution relations, personal consumption relations, economic justice assessments.*

---

### References

1. *E'ngel's F.* The position of the working class // Works. Vol. 31 / K. Marks, F. E'ngel's. – Moscow : 2, 1961.
2. *Guchmazova D. A.* World trends in differentiation of income of the population. Economics and business. – 2022.
3. *Gus'kova M. F., Sterlikov P. F., Sterlikov F. F.* Dialectics of economic progress // Economic Sciences. – 2006. – No. 7.
4. *Litvinenko N. S.* John Rolsa Justice Concept // Logos. – 2006. – No. 1. – P. 26–34.
5. *Makintajr A.* After virtue: Studies of moral theory / trans. from the English by V. V. CZelishhev. – 2000.

6. *Marks K.* Criticism of the Gothic program // Works. Vol. 19 / K. Marks, F. E'ngel's. – Moscow : 2, 1961.
7. *Marks K., E'ngel's F.* Works. – Moscow : 2, 1961.
8. *Marshall T. X.* Citizenship and social class. And other essays. – Kembridzh : Cambridge University Press, 1950.
9. *Martin S.* How to learn optimism: change your view of the world and your life. – Moscow : Al'pina Pabliher, 2013. – 338 p. – ISBN 978-5-9614-4431-5.
10. *Rolz Dzh.* The theory of justice / trans. from the English by V. CZelishhev, V. Karpovich, A. SHevchenko. – Novosibirsk : Izdatel'stvo NGU, 1995. – 500 p.
11. *Stiglicz Dzh.* The price of inequality. Than the stratification of society threatens our future. – Moscow : E'ksmo, 2015. – 511 p.
12. *Sutor B.* Small political ethics. Political and economic ethics / trans. from the German by S. Kurbatova, K. Kostyuk. – Moscow : FAIR-Press, 2001. – 365 p.
13. The imperfection of human judgments / D. Kaneman [et al.]. – 2021.

# **REGIONAL AND SECTORAL ECONOMY**

# Logistics organization of purchases in current and investment activities of an oil and gas company

© 2024 **Datsenko Sergey Vitalievich**

Associate Professor of the Department of Corporate Finance and Accounting Technologies. Ufa State Petroleum Technological University.

E-mail: schoolofyourmistakes@gmail.com

In the article, the author reveals the operational features of purchasing management in the logistics of material and technical support of production and investment activities of a modern oil and gas company, determines the differences in approaches within these two areas, provides broad empirical generalizations and industry cases confirming the main conclusions and analytical line of the author. The main conclusions and provisions of the article are formulated and substantiated by the author through the prism of industry specialization of logistics tasks, for example, when supplying technologically complex large-sized equipment, as well as the specifics, scale and basic needs of a modern vertically integrated oil company within the framework of different production cycles of oil production and oil refining.

**Keywords:** *supply, material and technical resources, material and technical support, investment construction, outsourcing, risks, supplier, customer, long-cycle equipment.*

## References

1. *Budyakov A. N., Daczenko S. V. Cross-functional approach to organizing the logistics of procurement of means of production in an oil and gas company // Logistics: Forsyth-research, profession, practice : Materials of the III national scientific-educational conference: in 2 hours. – SPb., 2022. – P. 39–45.*
2. *Daczenko S. V. Development of structural forms of supply organization in the system of logistics scientific knowledge // Discussion. – 2024. – 9 (130). – P. 96–102.*
3. *Daczenko S. V. From import substitution to technological independence: the oil and gas industry as an economically complex market-sectoral pattern of the relief of industry risks of supply in the economy // New trends in the development of corporate management and finance in oil refineries and petrochemical companies : Materials V All -Russian Scientific-Practical Conference. – 2023. – P. 49–51.*
4. *Daczenko S. V. Purchase centralization in vertically-integrated fuel and energy companies: advantages and disadvantages // Procurement Management: Modern theory and Practice : Materials of the IV All -Russian Scientific-Practical Conference. – Ufa, 2024. – P. 50–53.*



5. *Daczenko S. V.* Supply as a function of logistics in the fuel and energy complex // Features of state regulation of foreign economic activity in modern conditions : Materials of the XI International Scientific-Practical Conference. Part 1. – Rostov n/D : Rossijskaya tamozhennaya akademiya, Rostovskij filial, 2024. – P. 302–309.
6. *Daczenko S. V., Girfanov R. M.* The post -sanction development of global logistics and channels is financially-technical support for oil and gas companies // Customs: Actual problems : Materials V All -Russian Scientific-Practical Conference. – Novosibirsk, 2024. – P. 13–19.
7. *Frolov V. E., Daczenko S. V.* On the risks of the process material-technical support for the implementation of investment projects in the fuel” = energy complex // Construction economy. – 2024. – No. 6. – P. 224–226.
8. *Omy'sheva T. N., Chernova E. G., Razmanova S. V.* The contract strategy of the oil company. Comparative analysis of contract forms in the practice of engineering services // Problems of the economy and management of the oil and gas complex. – 2023. – 7 (223). – P. 5–12.
9. *Overchenko M.* Chains of non -delivery / Econs. – 2021. – URL: <https://econs.online/articles/opinions/tseepochki-nedopostavok/> (visited on 01/13/2024).
10. *Sergeev R. Z.* Features and advantages of the audit of the supplier // Fundamental and applied scientific research: Actual issues of modern science, achievement and innovation : Collection of scientific articles based on materials of the XIII International Scientific-Practical Conference. – Ufa, 2023. – P. 171–176.

# Market evolution of management concepts in supply logistics and production organization

© 2024 **Datsenko Sergey Vitalievich**

Associate Professor of the Department of Corporate Finance and Accounting Technologies. Ufa State Petroleum Technological University.

E-mail: schoolofyourmistakes@gmail.com

© 2024 **Grishaev Sergey Yuryevich**

PhD, Deputy General Director – Director. Rostov branch of JSC NIAS.

E-mail: s.grishaev@vniias.ru

In the article, the author examines the features of the construction and development of the logistics value chain in domestic microelectronics. Generalization of global markers and models of ecosystem organization allows the author to conclude that such a system should distance itself as much as possible from the full-cycle vertical integration model and rely on scaling the core competencies of a Russian company as a global IP vendor. This opens up broader opportunities for the production of microprocessors at different factories (TSMC, SMIC), the capacities of South Korean factories, access to which is open to a wide pool of foreign partners capable of scaling commodity chains and expanding the geography of supplies throughout the world. The author substantiates the need to change the market track of vertically organized integration of full-cycle production to the trajectory of a more competitive ecosystem business development based on the global markers of ARM and RISC-V, developing their ecosystems based on a network of global partners.

**Keywords:** *logistics, value chain, links, microprocessors, ecosystem, vertical integration, supply chain, vendor, cooperation chain.*

## References

1. Innovation, technology and cooperation of the South South / Report on technology, innovation. United Nations in Trade, Development of the United Nations (Junctad). – 2012. – URL: [http://unctad.org/en/PublicationsLibrary/tir2012overview\\_ru.pdf](http://unctad.org/en/PublicationsLibrary/tir2012overview_ru.pdf) (visited on 05/09/2023).
2. Integration of the countries of the South and the key to the renewal of the global economy / Analytical notes Unctad. 2011 No. 22. - February. – URL: [http://unctad.org/ru/docs/presspb20114\\_ru.pdf](http://unctad.org/ru/docs/presspb20114_ru.pdf).
3. *Kalashnikov D. B.* Modern trends in the globalization of Southeast Asia // World and national economy. – 2023. – 1 (63). – P. 51-73.

4. *Kasyanchuk D., Dem'yanenko V.* Global shortage of semiconductors: perfect storm / Econs. – URL: <https://econs.online/articles/ekonomika/globalnyy-defitsit-poluprovodnikov-idealnyy-shtorm> (visited on 09/11/2023).
5. Logistics at the end of 2022. Dates, routes and condition / Official website of the Novelco International Transport, Logistics Company. – URL: <https://novelco.ru/press-tsentr/logistika-v-kontse-2022-goda-sroki-marshruty-i-sostoyanie/> (visited on 04/04/2023).
6. *Lytova M.* Efficiency against reliability. / Econs. – URL: <https://econs.online/articles/ekonomika/globalnye-tsepochki-postavok> (visited on 03/07/2024).
7. *Overchenko M.* Chains of non -delivery / Econs. – 2021. – URL: <https://econs.online/articles/opinions/tsepochki-nedopostavok/> (visited on 01/13/2024).
8. Political risks are increasingly affecting the world economy and markets. Macroeconomic review for 2024 (3 quarter) / Official portal of the Finams investment company. – URL: [https://www.finam.ru/Files/u/newsonline/news\\_and\\_comments/202407/ctrategii\\_3kv24\\_fin.pdf](https://www.finam.ru/Files/u/newsonline/news_and_comments/202407/ctrategii_3kv24_fin.pdf) (visited on 08/02/2024).
9. *Smorodinskaya N. V., Katukov D. D.* Distributed production in conditions of pandemic shock: vulnerability, rubberness and a new stage of globalization // Economics issues. – 2021. – No. 12. – P. 21–47.
10. What lessons can be learned from the Suez crisis of 2021? / Official website of the Novelco International Transport, Logistics Company. – URL: <https://novelco.ru/press-tsentr/logistika-v-kontse-2022-goda-sroki-marshruty-i-sostoyanie> (visited on 09/19/2023).

# Factors Determining the Level of Innovation Activity in the North Caucasus Federal District: A Comparative Analysis with All-Russia Indicators

---

© 2024 **Kalnaya Anastasia Yurjevna**

Ph.D in Economics, Associate Professor of the Department of Public, Municipal, and Labor Economics and Management at the Institute of Economics and Management. North Caucasus Federal University, Stavropol, Russia.

E-mail: akalnaia@ncfu.ru

© 2024 **Dzhioev Pavel Vyacheslavovich**

PhD student. North Caucasus Federal University, Stavropol, Russia.

E-mail: dzhiouy15r@yandex.ru

© 2024 **Brykalova Daria Sergeevna**

Student. North Caucasus Federal University, Stavropol, Russia.

E-mail: brikalowa.darya@yandex.ru

This article analyzes the state of innovation activity in the North Caucasus Federal District (NCFD) by comparing it with all-Russia indicators for the period 2019-2023. Based on an analysis of the share of R&D expenditure in GDP, the proportion of organizations implementing technological innovations, and the number of patent applications, a low level of innovation activity in the NCFD compared to the all-Russia average is identified. Despite the growth of domestic R&D expenditure in the region, its share in the all-Russia total remains insignificant. Weak innovation activity is attributed to insufficient R&D funding, underdeveloped innovation infrastructure, a shortage of qualified personnel, and an unfavorable investment climate. The article proposes specific measures to stimulate innovation development in the NCFD, including increased R&D funding, development of innovation infrastructure, support for human capital, and the creation of a favorable investment climate. The research findings can be used to develop and implement effective innovation policy in the region.

---

**Keywords:** *innovation activity, North Caucasus Federal District (NCFD), R&D, patent applications, investment, innovation infrastructure, socio-economic development.*

---

## References

1. Analytical studies of intellectual property 2023: The coefficient of inventive activity in the constituent entities of the Russian Federation / A. V. Aleksandrova [et al.]. – Moscow : Federal'nyj institut promy'shlennoj sobstvennosti (FIPS), 2024.
2. *Astashova E. A., Pogrebczova E. A., Durnev S. I.* Innovative activities of the region as an integral part of socio-economic development // *Issues of innovative economy*. – 2022. – Vol. 12, no. 2. – P. 827–842. – DOI: [10.18334/vinec.12.2.114879](https://doi.org/10.18334/vinec.12.2.114879).
3. *Basnukaev M. S., Musostov Z. R., Basnukaev A. I.* Conceptual foundations of the innovative development of a modern company // *Bulletin of the Chechen State University. A. A. Kadyrov*. – 2023. – 2 (50). – P. 51–57.
4. *CHernyaev A. M.* Investments in the innovative activity of Russia as a tool to ensure the economic security of the state // *Economic security*. – 2022. – Vol. 5, no. 2. – P. 511–524. – DOI: [10.18334/ecsec.5.2.114586](https://doi.org/10.18334/ecsec.5.2.114586).
5. *Dzhioev P. V.* Economic assessment of the innovative potential of the North Caucasus Federal District // *Bulletin of Eurasian science*. – 2024. – Vol. 16, no. 5. – URL: <https://esj.today/PDF/30ECVN524.pdf>.
6. *Gazalieva N. I.* Analysis of the socio-economic potential for ensuring the balanced development of the North Caucasus Federal District // *Economics and entrepreneurship*. – 2023. – 9–(158). – P. 340–345.
7. *Kvon G. M., SHishkina E. A.* Socially-transforming investments in the context of ensuring the social well-being of the region of the region in the new realities of the Russian economy: a strategic aspect // *Economics, Entrepreneurship and Law*. – 2022. – Vol. 12, no. 7. – P. 2079–2094. – DOI: [10.18334/epp.12.7.115100](https://doi.org/10.18334/epp.12.7.115100).
8. *Merzho M. S., YAngul'baeva L. S.* The formation of innovative activities of enterprises using the features of the digital economy // *Bulletin of the Chechen State University. A. A. Kadyrov*. – 2022. – 1 (45). – P. 80–86.
9. Priority directions of development of the cluster of innovative education in the regional agro-industrial complex / L. Agarkova [et al.] // *International Journal of Monetary Economics and Finance*. – 2016. – Vol. 6, no. 2. – P. 71–8.
10. *SHalaeva L. V.* Assessment of the innovative activity of Russian organizations in the context of federal districts // *Economics, Entrepreneurship and Law*. – 2022. – Vol. 12, no. 10. – P. 2821–2834. – DOI: [10.18334/epp.12.10.116299](https://doi.org/10.18334/epp.12.10.116299).
11. *SHaxgiraev I. U., Isaev M. G.* The importance of innovative entrepreneurship in the modern economy // *Bulletin of the Chechen State University. Kadyrov, A. A.* – 2022. – 3 (47). – P. 19–27.
12. *Taranova I. V., Podkolzina I. M.* The impact of economic crises on the financial security of Russia // *Bulletin of the Institute of Friendship of the Peoples of the Caucasus (Theory of Economics and Management of National Economy). Economic sciences*. – 2019. – 3 (51). – P. 2–.
13. *Vlasova V. V., Goxberg L. M., Gracheva G. A.* Indicators of innovation: 2023 : Statistical collection. – Moscow : NIU VSHE', 2023. – 292 p.
14. *YArly'chenko A. A.* Development of methodological approaches to assessing the innovativeness of regional economic systems // *Issues of innovative economy*. – 2022. – Vol. 12, no. 3. – P. 1653–1664. – DOI: [10.18334/vinec.12.3.115124](https://doi.org/10.18334/vinec.12.3.115124).

# Advantages of using risk-based audit for the purpose of detecting fraud

© 2024 **Gladkina Ekaterina Maximovna**

Postgraduate student of the Audit Department. Rostov State University of Economics (RINH).  
E-mail: ekaterina.gladkina@yandex.ru

© 2024 **Bogataya Irina Nikolaevna**

Doctor of Economics, Professor, Professor of the Audit Department. Rostov State University of Economics (RINH).  
E-mail: bogatyy89@rambler.ru

The article is devoted to the study of the applied methodological approaches to detecting facts of fraud in the framework of risk-based audit, as well as disclosing their advantages. The stages of an audit using a risk-based approach to audit are considered, taking into account the increased attention to fraudulent actions and the factors influencing the failure to detect fraudulent actions. Fragments of the auditor's working documents "Minutes of the meeting on risk assessment" and "Minutes of the working meeting on issues of assessing the risks of fraudulent actions" have been developed.

**Keywords:** *risk-oriented audit, fraudulent actions, audit program, risk of non-detection.*

## References

1. Accounting-analytical and control" = statistical support for the development of an effective and competitive economy : Materials of the International Scientific-Practical Conference dedicated to the 80th anniversary of Doctor of Economics, Professor, Head of the Department of Accounting Labyntsev Nikolai Tikhonovich. – Rostov-na-Donu, 2024.
2. *Bogataya I. N.* Methodical approaches to the development of a document of the audit documentation system // Accounting-analytical and control" = statistical support for the development of an effective and competitive economy : Materials of the International Scientific-Practical Conference dedicated to the 80th anniversary of Doctor of Economics, Professor, Head of the Department of Accounting Labyntsev Nikolai Tikhonovich. – Rostov-na-Donu, 2024. – P. 227–232.
3. *Bogataya I. N., Evstaf'eva A. A.* Features of the transformation of the SI-application of internal control based on digital technologies // Accounting-analytical and control" = statistical support for the development of an effective and competitive economy : Materials of the International Scientific-Practical Conference dedicated to the 80th anniversary of Doctor of Economics, Professor, Head of the Department of Accounting Labyntsev Nikolai Tikhonovich. – Rostov-na-Donu, 2024. – P. 232–238.

4. *Grafova T. O.* Model of financial, transactional management and strategic accounting of intellectual capital // Management accounting. – 2011. – No. 4. – P. 3–14.
5. *Grafova T. O.* Structured account plans and their use in the financial management of economic processes // International accounting. – 2011. – 28 (178). – P. 25–32.
6. International Audit 315 (revised) “Identification and assessment of the risks of significant distortion by studying the Organization and its environment” (enforced in the territory of the Russian Federation by order of the Ministry of Finance of Russia dated 09.01.2019 No. 2n).
7. International Audit 330 “Audit procedures in response to evaluated risks” (enacted in the territory of the Russian Federation by order of the Ministry of Finance of Russia dated 09.01.2019 No. 2n).
8. *Kizilov A. N., Turkaev Z. V.* Internal audit in the system of risk management of an economic entity // Accounting, analysis, audit and statistics: Information tools for achieving the goals of sustainable economic development : Materials of the International Scientific-Practical Conference dedicated to the 70th anniversary of the account” = Economic Faculty. – Rostov-na-Donu, 2023. – P. 140–144.
9. *Popov A. A., Kizilov A. N.* Using digital platforms by internal audit services of economic entities // Scientific vector : Collection of scientific papers. – Rostov-na-Donu, 2024. – P. 153–156.
10. Risks and threats to economic security in the digital economy / I. Kirishchieva [et al.] // SHS Web of Conferences. – 2021. – Vol. 110.
11. *Skorev M. M., Grafova T. O., Yanovskaya E. Y.* Transportation costs of transport-industrial complex in order to ensure economic security // Science and education: economy and economics; entrepreneurship; Right and management. – 2018. – 7 (98). – P. 20–24.

# Global IP Vendor Model vs. Full-Cycle Vertical Integration: Risks and Limitations of a Closed Value Chain in Domestic Microelectronics

© 2024 **Grishaev Sergey Yuryevich**

PhD, Deputy General Director – Director. Rostov branch of JSC NIIAS.

E-mail: s.grishaev@vniias.ru

© 2024 **Plyachkaitene Irina Mikhailovna**

PhD candidate of the Department of Economics. Accounting and Analysis Rostov State Transport University (RSUTS). Project Manager. Rostov branch of JSC NIIAS.

E-mail: lpl86@icloud.com

In the article, the author examines the features of the construction and development of the logistics value chain in domestic microelectronics. Generalization of global markers and models of ecosystem organization allows the author to conclude that such a system should distance itself as much as possible from the full-cycle vertical integration model and rely on scaling the core competencies of a Russian company as a global IP vendor. This opens up broader opportunities for the production of microprocessors at different factories (TSMC, SMIC), the capacities of South Korean factories, access to which is open to a wide pool of foreign partners capable of scaling commodity chains and expanding the geography of supplies throughout the world. The author substantiates the need to change the market track of vertically organized integration of full-cycle production to the trajectory of a more competitive ecosystem business development based on the global markers of ARM and RISC-V, developing their ecosystems based on a network of global partners.

**Keywords:** *logistics, value chain, links, microprocessors, ecosystem, vertical integration, supply chain, vendor, cooperation chain.*

## References

1. *Alekseev V.* Leading manufacturers of semiconductor electronic components and a deficiency of their products. Part 2. Management manufacturers (IDM), ending // *Modern electronics*. – 2022. – No. 3. – P. 8–17. – URL: <https://www.cta.ru/articles/soel/2022/2022-3/165821/> (visited on 09/11/2024).
2. *Il'ina S., Sokolov A.* The formation of a system of industry measures and mechanisms of state support of the electronic industry // *Society and Economics*. – 2024. – No. 4. – P. 26–43.
3. *Il'ina S. A.* Electronic industry in the conditions of sanctions: Russia and China - partners or competitors? // *Scientific research and development. Economy*. – 2022. – Vol. 10, no. 5. – P. 48–55.



4. *Il'ina S. A.* Semiconductor market: a global chain of creating cost and dynamics in a crisis // Bulletin of the Institute of Economics of the Russian Academy of Sciences. – 2022. – No. 3. – P. 112–125.
5. *Ivanter A.* From the rut of ARM to the constellation "Elbrus" // Monocle. – 2024. – No. 328. – P. 32–36.
6. *Ivanter A.* Why is the chip homeland // Monocle. – 2024. – No. 1–3. – P. 43–47.
7. *Kartashova V. V., Gorbunov V. D.* Review of the domestic microprocessor "Elbrus" // A graduate student and applicant. – 2022. – 2 (129). – P. 27–32.
8. *Krasnovskaya K. S., Mikaeva S. A.* Elbrus microprocessor: occurrence, features, structure // Scientific. – 2022. – No. 9–2. – P. 104–107.
9. *Parfenov M. A.* Evolution of supply chains: from integrated logistics to network structures // Bulletin of the Rostov State Economic University (RINH). – 2010. – No. 3.
10. Problems of organizing the production of domestic integrated schemes / D. A. Koryapin [et al.] // Natural and technical sciences. – 2023. – 1 (176). – P. 180–182.
11. *Rozanova A. V., Falaleev K. V., Baskakova I. V.* The development of the microelectronics market in the Russian Federation in conditions of sanctions pressure // Spring days of science : Collection of reports of the International Conference of Students and Young Scientists. – Ekaterinburg, 2023. – P. 689–693.
12. *Ryazanov A. A., Axmetov L. A., Balabanov V. S.* Features of the functioning and development of the electronic industry of Russia in modern conditions // Financial management. – 2024. – No. 6. – P. 101–110.
13. *Smorodinskaya N. V., Katukov D. D., Maly'gin V. E.* Global value chains in the era of uncertainty: advantages, vulnerability, ways to strengthen rubber // Baltic region. – 2021. – Vol. 13, no. 3. – P. 78–107.
14. Sustainable development and digital transformation of the economy : Collective monograph / N. A. Antipenko [et al.]. – 2023.
15. *Xalbashkeev A.* Import substitution of hardware: when will we work on our iron? // Oil and gas industry. – 2024. – 5(11). – P. 46–52.
16. *Zhdaneeva O., Oleneva O.* Development of specialized software for the oil and gas industry of Russia // Gas industry. – 2020. – No. 7. – P. 22–29.

# Characteristics of the principles of state policy for support and regulation of innovative development of the service sector

© 2024 **Grodinskaya Anna Nikolaevna**

PhD, Associate Professor of the Department of Economics and Organization of Production.

St. Petersburg State Technological Institute (Technical University).

E-mail: Grodinskaya.anna@mail.ru

The article presents general characteristics and approaches to assessing the principles of state regulation in the modern socio-economic system, characterizes their possible typology in relation to the state of this system, and proposes enlarged groups of principles of state policy aimed at innovative development of the service sector.

**Keywords:** *innovative development of the service sector, service economy, service sectors, innovation, principles of state policy.*

## References

1. Akazova N. N., Sorokina E. S. The basic principles of digital transformation of public administration // Problems and prospects for the development of a system of accounting, audit and public administration in the context of a digital economy : Theses of reports of the II All-Russian Scientific and Practical Conference with International Participation, Simferopol, May 27, 2022. – Simferopol': Kry'mskij federal'ny'j universitet im. V. I. Vernadskogo, 2022. – P. 434–436.
2. Berlin S. I., Smirnova E. V. Public Administration of the social sphere // Bulletin of the Academy of Knowledge. – 2024. – 1(60). – P. 488–492.
3. Gogolev A. V. About some aspects of the innovation policy of the healthcare sector // Bulletin of Tver State University. Series: Economics and Management. – 2022. – 3(59). – P. 194–201.
4. Karasik L. V. The concept and principles of the implementation of the functions of public administration // Academic journalism. – 2019. – No. 10. – P. 126–129.
5. Kashnikova V. V., CHerny'x O. A., Mixaleva O. M. Digitalization of public administration: goals, principles, problems and prospects // Management and digitalization: national and regional dimension : Collection of articles of the III National Scientific and Practical Conference with international participation, Bryansk, May 29, 2023. – Bryansk : Bryanskij gosudarstvenny'j universitet imeni akademika I. G. Petrovskogo, 2023. – P. 21–26.

6. *Klimenko T. I.* Methodological principles for the formation of the national strategy for managing the effectiveness of the complex of sectors of the service sector // *Scientific Review: Theory and Practice*. – 2018. – No. 4. – P. 15–23.
7. *Koshkina D. I.* Transformation of the system of social services in the conditions of the development of digital technologies // *Social transformations*. – 2022. – No. 33. – P. 76–81.
8. *Muradyan K. A.* The basic principles of introducing innovative technologies in the sphere of state and municipal administration // *The science of young - the future of Russia : Collection of scientific articles of the 8th International Scientific Conference of Promising Development of Young Scientists, Kursk, December 12–13, 2023*. – Kursk : Universitetskaya kniga, 2023. – P. 152–154.
9. *Razueva L. A.* Russian and foreign experience of the municipal management of the social sphere in the digital environment // *Journal W. Economics. Control. Finance*. – 2023. – 1(31). – P. 15–31.
10. *Sajdalieva A. I.* The principles of public administration and the features of their implementation in modern Russia // *Management in the context of global world transformations: economics, politics, law : Collection of scientific papers, Sevastopol, April 26-30, 2017*. – Sevastopol' : Arial, 2017. – P. 155–157.

# Methodological foundations for building institutional principles for the development of the region's innovation environment in a global environment

---

© 2024 **Gurtuev Alim Ojusovich**

Candidate of Economic Sciences, Head of the Department of Economics of Innovation Processes. The Institute of Informatics and Regional Management Problems is a branch of the Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: alemao@mail.ru

© 2024 **Mahosheva Salima Alexandrovna**

Doctor of Economics, Leading Researcher, Head of the Department of Knowledge Economics and Prospective Regional Development at the Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: salima@list.ru

© 2024 **Shizhazheva Svetlana Suadinovna**

Candidate of Economic Sciences, Head of the Department of Economics and Accounting and Analytical Information Systems. Kabardino-Balkarian State University named after H. M. Berbekov.

E-mail: salima@list.ru

© 2024 **Efendieva Henrietta Arkadyevna**

Candidate of Economic Sciences, Associate Professor of the Department of Economics and Accounting and Analytical Information Systems. Kabardino-Balkarian State University named after H. M. Berbekov.

E-mail: salima@list.ru

© 2024 **Hadjieva Maryam Ilyasovna**

Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: salima@list.ru

The article discusses the problem of the formation of institutional principles that contribute to the development of the innovation environment of the region in a moderate external environment. A methodology for constructing such principles based on systemic and institutional approaches has been developed. A model is proposed that includes coordination centers, support mechanisms for ongoing projects, and a “Detailed” system. The model has been tested at the level of Russian regions, and its effectiveness has been confirmed.

---

**Keywords:** *innovation environment, regional development, institutional mechanisms, unstable external environment, methodology.*

## References

1. *Brown C., Jones D.* Information Asymmetry and Innovation: Empirical Insights from the Biotechnology Industry // *R&D Management*. – 2018. – 48(5). – P. 541–555.
2. *Chen L., Wang Q.* Empirical Analysis of Information Asymmetry and Decision Making in Multi-level Innovation Environment. – 2020.
3. *Chen Y., Kim H.* Managing Information Asymmetry in Multi-level Innovation Environments: A Comparative Analysis // *Technovation*. – 2019. – No. 82/83. – P. 29–41.
4. *Garcia L., Johnson R.* Empirical Insights into Information Asymmetry and Collaboration in Innovation Networks // *Research Policy*. – 2018. – 45(9). – P. 1875–1888.
5. *Glazier S., Florida R.* *Creative Cities: New Approaches to Regional Development*. – London : Routledge, 2019.
6. *Gupta R., Sharma S.* Network Analysis of Information Asymmetry in Innovation Environments. – 2019.
7. *Johnson T., Martinez E.* Empirical Analysis of Information Asymmetry and Innovation Performance in Small and Medium Enterprises // *International Journal of Innovation Management*. – 2016. – 20(5).
8. *Kim J., Lee S.* Information Asymmetry and Strategic Alliances in Innovation: Empirical Evidence from Biotechnology Firms // *Technological Forecasting and Social Change*. – 2019. – No. 148. – P. 119727.
9. *Kulkarni S., Patel R.* Understanding Information Asymmetry in Innovation Ecosystems: An Empirical Study // *International Journal of Innovation Management*. – 2022. – 26(4).
10. *Lavrentiev A.* Risk Management in Conditions of Economic Instability. – Moscow : Economy, 2010.
11. *Lavrentiev A., Bogdanov N.* Innovation Management in an Unstable External Environment // *Journal of Regional Studies*. – 2020.
12. *Lee M.* Strategies to Mitigate Information Asymmetry: Empirical Insights from High-tech Industries // *Strategic Management Journal*. – 2017. – 38(11). – P. 2340–2355.
13. *North D., Williamson O.* *Institutional Economics: Basic Provisions and Prospects*. – Moscow : Economy, 2005.
14. *Park J.* Understanding Information Asymmetry in Open Innovation: An Empirical Study // *Journal of Open Innovation: Technology, Market, and Complexity*. – 2020. – 6(4). – P. 135.
15. *Park S., Kim D.* The Effects of Information Asymmetry on Open Innovation Performance: Empirical Evidence from Korean Firms // *Sustainability*. – 2017. – 9(7).
16. *Polterovich V. M., Granberg A. G.* *Innovative Economy and Regional Development*. – Moscow : Science, 2010.
17. *Porter M.* *The Competitive Advantage of Nations*. – New York : Free Press, 1990.
18. *Recommendations for the Development of an Innovative Environment in the Regions*. – Moscow : Ministry of Economic Development of the Russian Federation, 2022.
19. *Rodrik A., Porter M.* *Growth and Competitiveness Strategies: An Institutional Approach*. – Harvard Business Review, 2018.
20. *Schumpeter J.* *The Theory of Economic Development*. – Moscow : Progress, 1982.
21. *Smith J., Brown A.* The Impact of Information Asymmetry on Innovation Dynamics: Empirical Evidence from Technology Start-ups // *Journal of Innovation Studies*. – 2020. – 7(2). – P. 135–152.
22. *Smith J., Johnson K.* Information Asymmetry in Innovation Ecosystems: A Review of Empirical Studies. *Journal of Innovation Studies*. – 2018.
23. *Williamson O.* *The Economic Institutions of Capitalism*. – New York : Free Press, 1985.

# Socio-economic assessment of digital inequality in the modern digital economy

---

© 2024 **Kalinin Konstantin Nikolaevich**

The applicant. Tula State University, Tula, Russia.

E-mail: dav@karavan-tula.ru

© 2024 **Egorushkina Anna Sergeevna**

2nd year undergraduate, profile Business Analytics in Economics and Management. Tula branch of the Plekhanov Russian University of Economics, Tula, Russia.

E-mail: an\_chous@mail.ru

© 2024 **Egorushkina Tatyana Nikolaevna**

Candidate of Economics Sciences, assoc. Tula branch of the Plekhanov Russian University of Economics, Tula, Russia.

E-mail: tegor@bk.ru

In the article, the author emphasizes that the modern era is characterized by the transformation of society into an informational one, which significantly affects the structure and dynamics of public relations. The information society not only carries a number of challenges and problems related to the management of information flows, data protection and ensuring transparency of interactions between various social institutions, but also provides unique opportunities for the development of democratic processes. The potential of the information society lies in its ability to become an internal democratic core that ensures wide accessibility of State institutions for the majority of citizens. In such a society, information becomes a resource that can be used to strengthen trust between the state and the population, as well as to improve the quality of public administration.

The purpose of this study is a comprehensive socio-economic assessment of digital inequality in modern society. The study aims to identify the main factors contributing to the emergence and expansion of the digital divide between different social groups, as well as to analyze the consequences of this inequality for the economic development and social structure of the country. Special attention is paid to the study of the impact of access to information and communication technologies (ICT) on income, educational opportunities, employment and quality of life of the population. In addition, the aim is to develop recommendations to reduce digital inequality and increase digital inclusion in various socio-economic contexts. To achieve these goals, the study uses a multi-level methodological approach combining qualitative and quantitative methods of analysis.

The results of the study demonstrate significant differences in the level of access to ICT between different socio-economic groups. It was revealed that the population with low incomes, rural residents and people with limited educational opportunities have significantly less access to the Internet and digital devices compared to their more affluent and urbanized peers. Keywords: digital inequality, information society, information revolution, information and communication technologies, high technologies.

---

**Keywords:** *digital inequality, information society, information revolution, information and communication technologies, high technologies.*

## References

1. *Akaev A., Rudskoj A.* Synergetic effect of NBIC technologies and world economic growth in the first half of the 21st century // *Economic policy*. – 2014. – No. 2. – P. 25–46.
2. *Baburin V. L., Zemczov S. P.* Innovative potential of Russian regions. – Moscow, 2017. – Университетская книга.
3. *Europe's Way to the Information Society (1994) An Action Plan.* Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions. COM (94) 347 final, 19 July 1994.
4. *Hargittai E.* Second-Level Digital Divide: Differences in People's Online Skills // *First Monday*. – 2002. – Apr. – Vol. 7, no. 4. – ISSN 1396-0466. – DOI: [10.5210/fm.v7i4.942](https://doi.org/10.5210/fm.v7i4.942).
5. *Hilbert M.* Digital gender divide or technologically empowered women in developing countries? A typical case of lies, damned lies, and statistics // *Women's Studies International Forum*. – 2011. – Nov. – Vol. 34, no. 6. – P. 479–489. – ISSN 0277-5395. – DOI: [10.1016/j.wsif.2011.07.001](https://doi.org/10.1016/j.wsif.2011.07.001).
6. *Information and Communication Technologies in Action / L. D. Browning [et al.].* – Routledge, 09/2010. – ISBN 9781135889449. – DOI: [10.4324/9780203932445](https://doi.org/10.4324/9780203932445). – URL: <http://dx.doi.org/10.4324/9780203932445>.
7. *Kosty'leva T.* Rosstat published data on the penetration of the APD in the regions of Russia. – 2020. – URL: <https://d-russia.ru/rosstat-opublikoval-dannye-po-proniknoveniju-shpd-v-regionah-rossii.html> (visited on 11/12/2024).
8. *Nagirnaya A. V.* Internet development in the regions of Russia // *Izvestia of the Russian Academy of Sciences. The series is geographical*. – 2015. – No. 2. – P. 41–51. – DOI: [10.15356/0373-2444-2015-2-41-51](https://doi.org/10.15356/0373-2444-2015-2-41-51).
9. *Rachinskiy A.* Mobile telecommunications' diffusion in Russia // *Applied Econometrics*. – 2010. – Vol. 18, no. 2. – P. 111–122.
10. *World Summit on the Information Society*. – Switzerland, 2003. – URL: <https://www.itu.int/net/wsis> (visited on 11/12/2024).

# Development of the institutional basis of green finance in Russia: challenges, prospects and innovative approaches

© 2024 **Kandrokova Marina Mukharbievna**

Senior Researcher, Department of Knowledge Economy and Advanced Regional Development, PhD in Economics. Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: kandrokova-marina@mail.ru

© 2024 **Makhosheva Salima Aleksandrovna**

Head of the Department of Knowledge Economy and Advanced Regional Development, Leading Researcher, Doctor of Economics. Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: salima@list.ru

© 2024 **Shardan Saida Kemalovna**

Professor, Department of Finance and Credit, Doctor of Economics. North Caucasian State Humanitarian and Technological Academy.

E-mail: shardansaida@mail.ru

© 2024 **Yandieva Lyudmila Khasanovna**

Senior Lecturer, Department of Management, PhD in Economics. Ingush State University.

E-mail: lm002@mail.ru

© 2024 **Uyanaeva Khalimat Borisovna**

Senior Researcher, Department of Knowledge Economy and Advanced Regional Development, PhD in Economics. Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: halimatuyanaeva@mail.ru

The article considers the conceptual framework and current trends in the development of the green finance market as a key element of the green economy. The importance of green finance for solving environmental problems and transition to a sustainable model of economic growth is emphasized. The article considers approaches to defining green finance, including their narrow understanding as financial instruments and expanded understanding as a system of institutions and mechanisms of influence. Using international and Russian experience, the article analyzes the dynamics and structure of the green bonds market, as well as the features of their issuance. The key problems of the domestic market are considered, including insufficient government support, a narrow range of instruments and strict regulatory requirements. The article notes the prospects for the development of ESG projects in Russia, including through increased government support, attracting large companies and introducing innovative solutions. Particular attention is paid to the potential of small-scale energy, the development of mini-hydroelectric power plants and environmentally friendly innovations. Recommendations are



proposed for improving the legislative framework, introducing tax and customs benefits and actively using the "green" tariff. The authors note the need to create a favorable business environment to expand the use of environmental technologies and improve the competitiveness of the domestic market of "green" financing. A conclusion is made about the strategic importance of "green" finance for sustainable development of the economy and ecology.

**Keywords:** *sustainable development, green economy, green innovation institutions, modern green innovations, ecology, climate, regulatory framework.*

### References

1. "Green Finance" in the world and Russia / B. B. Rubczov [et al.]. – 2018. – 170 p.
2. *Bazhenov I. N.* "Green" financing: world trends and Russian practice // *Problems of the national strategy.* – 2018. – No. 5. – P. 172–186. – DOI: [10.26794/2587-5671-2020-24-2-39-49](https://doi.org/10.26794/2587-5671-2020-24-2-39-49).
3. *Bezsmertnaya E. R.* The release of "green" bonds as an element of the environmental protection system // *Economy. Taxes. Right.* – 2019. – 12(5). – P. 61–69. – DOI: [10.26794/1999-849X2019-12-5-61-69](https://doi.org/10.26794/1999-849X2019-12-5-61-69).
4. *Bierman F., Kanie N., Kim R. E.* Global governance by goal-setting: The novel approach of the UN sustainable development goals // *Current Opinion in Environmental Sustainability.* – 2017. – P. 26–31. – DOI: [10.1016/j.cosust.2017.01.010](https://doi.org/10.1016/j.cosust.2017.01.010).
5. *Bogacheva O., Smorodinov O.* Problems of "green" financing in the countries of G20 // *World Economy and International Relations.* – 2018. – 61(10). – P. 16–24. – DOI: [10.20542/0131-2227-2017-61-10-16-24](https://doi.org/10.20542/0131-2227-2017-61-10-16-24).
6. *D'Orazio P., Popoyan L.* Fostering green investments and tackling climate-related financial risks: Which role for macroprudential policies? // *Ecological Economics.* – 2019. – No. 160. – P. 25–37. – DOI: [10.1016/j.ecolecon.2019.01.029](https://doi.org/10.1016/j.ecolecon.2019.01.029).
7. Financial institutions and tools of the "green" economy / O. V. Andreeva [et al.] // *Fundamental research.* – 2020. – No. 8. – P. 7–11. – DOI: [10.17513/fr.42818](https://doi.org/10.17513/fr.42818).
8. Formation of mechanisms for state regulation of environmental investment activities in the region / S. Makhosheva [et al.] // *E3S Web of Conferences.* – 2021. – No. 284. – P. 11011.
9. How does China's green institutional environment affect renewable energy investments? / Y. Xiaolei [et al.] // *The nonlinear perspective. Science of the Total Environment.* – 2020. – No. 727. – P. 1–12. – DOI: [10.1016/j.scitotenv.2020.138689](https://doi.org/10.1016/j.scitotenv.2020.138689).
10. Institutes and instruments of "green financing": the risks and possibilities of sustainable development of the Russian economy / L. Y. Andreeva [et al.] // *Forestry Journal.* – 2017. – No. 2. – P. 205–214. – DOI: [10.12737/article\\_5967eb0ccff307.47958130](https://doi.org/10.12737/article_5967eb0ccff307.47958130).
11. *Kabir L. S.* State support for "green" investments and market "green" financing: foreign experience // *Innovation and examination.* – 2019. – 1(26). – P. 97–108. – DOI: [10.35264/1996-2274-2019-1-97-108](https://doi.org/10.35264/1996-2274-2019-1-97-108).
12. *Porfir'ev B. N.* "Green" trends in the global financial system // *World Economy and International Relations.* – 2016. – 60(9). – P. 5–16. – DOI: [10.20542/0131-2227-2016-60-9-5-16](https://doi.org/10.20542/0131-2227-2016-60-9-5-16).
13. *Rinne J., Lyytimäki J., Kautto P.* From sustainability to well-being: Lessons learned from the use of sustainable development indicators at national and EU level // *Ecological Indicators.* – 2013. – No. 35. – P. 35–42. – DOI: [10.1016/j.ecolind.2012.09.023](https://doi.org/10.1016/j.ecolind.2012.09.023).
14. *Selin H., Najam A.* Beyond Rio+20: Governance for a Green Economy. – 2011. – URL: <https://www.iisd.org/publications/beyond-rio20-governance-green-economy>.

15. *Semenova N. N., Eremina O. I., Skvorczova M. A.* "Green" financing in Russia: current state and development prospects // *Finance: Finance theory and Practice: Theory and Practice*. – 2020. – 24(2). – P. 9–49. – DOI: [10.26794/2587-5671-2020-24-2-39-49](https://doi.org/10.26794/2587-5671-2020-24-2-39-49).
16. *Xudyakova L. S.* Global finance reform in the context of sustainable development // *World Economy and International Relations*. – 2018. – 62(7). – P. 38–47. – DOI: [10.20542/0131-2227-2018-62-7-38-4](https://doi.org/10.20542/0131-2227-2018-62-7-38-4).
17. *YAsalova N. N.* "Green" Economics: questions of theory and direction of development // *National interests: priorities and security*. – 2019. – 9(11). – P. 33–40.

# Export-Oriented Development of Value Chains in the Domestic Pharmaceutical Industry

© 2024 **Kononov Andrey Nikolaevich**

Senior Lecturer, Department of Economic Theory and International Economic Relations. Rostov Branch Russian Customs Academy. Postgraduate Student, Department of Economics, Accounting and Analysis. Rostov State Transport University (RSTU).

E-mail: zivax195@gmail.com

In the article, the author examines the directions and substantiates the need to expand the geography of sales, build a complex high-margin system of product distribution in foreign markets, including through domestic wholesale, which should develop the relevant competencies in these markets.

Applied implementation of export-oriented modernization of pharmaceutical production has broad prospects, including expansion of the product portfolio, launch of more marginal expensive innovative drugs on the market, which will stimulate market segmentation and open up a broader prospect for the growth and adaptation of niche distributors, deepening the specialization of part of the wholesale, balancing and stabilizing the product distribution system. In the context of the weakening ruble, in which the cost of production of medicines by Russian companies is lower than that of Indian ones, the development of drug exports will allow domestic pharmaceutical companies to compete more effectively for new developing markets.

**Keywords:** *export, value chain, strategies, distributors, export-oriented supply chain.*

## References

1. Analysis of the financial sustainability of enterprises of the pharmaceutical industry of Russia / A. I. Ovod [et al.] // *Azimuth of Scientific Research: Economics and Management*. – 2024. – Vol. 13, 3 (48). – P. 50–54.
2. *Bereznoj A.* Transformation of business models "Big Pharma" // *World Economy and International Economic Relations*. – 2022. – Vol. 66, no. 3. – P. 84.
3. *Bojko V. N., Lisovskij P. A.* Features of competition in the Russian pharmaceutical market // *New pharmacy*. – 2013. – No. 1. – P. 27–34.
4. *Eremchenko O. A., CZvetkova L. A.* The reasons and models of transformation of the technological development of transnational pharmaceutical companies // *Health manager*. – 2018. – No. 8. – P. 61–68.
5. Export of Russian pharmaceutical products: dynamics, structure and main directions / A. A. Xalimova [et al.] // *Russian Economic Bulletin*. – 2024. – Vol. 7, no. 3. – P. 278–289.
6. Global ties: how Big Pharma replies to geopolitical challenges // *News GXP*. – 2024. – Becha. – P. 10–15. – URL: [https://gxpnews.net/wp-content/uploads/2024/07/vesna\\_24.pdf](https://gxpnews.net/wp-content/uploads/2024/07/vesna_24.pdf) (visited on 02/19/2024).

7. Investment processes in the enterprises of the pharmaceutical industry / Y. Y. Polyakova [et al.] // Russian Economic Bulletin. – 2024. – Vol. 7, no. 1. – P. 377–385.
8. *Ivashhenko A.* Why is the industry stuck in the paradigm of generics // News GXP. – 2024. – Лето. – P. 34–35. – URL: [https://gxpnews.net/wp-content/uploads/2024/12/leto\\_2024.pdf](https://gxpnews.net/wp-content/uploads/2024/12/leto_2024.pdf) (visited on 10/19/2024).
9. *Laby'kin A.* Pharmaceutor in reserve // Expert. – 2023. – No. 15. – P. 26.
10. *Maklakova A. A.* Features of the export of drugs and dietary supplements to the countries of the Middle East // Young pharmacy - the potential of the future : A collection of materials of the XIV All -Russian Scientific Conference with the International Participation of the Youth Scientific Society SPHFU. – Sankt-Peterburg, 2024. – P. 1268–1272.
11. Pharmaceuticals open new directions // News GXP. – 2023. – Осень. – P. 48–51. – URL: <https://gxpnews.net/wp-content/uploads/2024/07/osen-2023.pdf> (visited on 11/19/2024).
12. *Podshivalova M. V., Py'laeva I. S., Almrshed S. K.* Innovative profile of enterprises of the Russian pharmaceutical industry: "The patient is more likely alive than dead" // Economics issues. – 2021. – No. 6. – P. 139–156.
13. *Py'laeva I. S., Podshivalova M. V., Podshivalov D. V.* The influence of Covid-19 pandemia on the sustainable development of the pharmaceutical companies in Russia // Economics issues. – 2022. – No. 10. – P. 86–112.
14. *SHulyak S.* Pharmaceutical market 2023 / DSM Group. – URL: [https://dsm.ru/docs/analytics/Annual\\_report\\_2023\\_RUS\\_.pdf](https://dsm.ru/docs/analytics/Annual_report_2023_RUS_.pdf) (visited on 08/10/2024).
15. *SHulyak S.* Pharmaceutical Market of Russia 2019 / DSM Group. – URL: <https://dsm.ru/upload/iblock/49f/49f7ed2a3388c9a0620137da15c1f69a.pdf> (visited on 04/18/2024).
16. *Volgina N. A.* "Link" restructuring of global pharmaceutical chains under the influence of pandemia mbox covid-19 // Bulletin of MGIMO-University. – 2022. – 15 (1). – P. 126–139.
17. *Voronczova N. A.* Comparative analysis of the pharmaceutical industry of Russia and China. Cooperation prospects // Russian-Chinese research. – 2023. – Vol. 7, no. 2. – P. 181–190.
18. *Xalatyayn S. G., Piliyanova E. K., Polubotko A. A.* Some aspects of the logistics support of the pharmaceutical production supply chain // Bulletin of the Rostov State Economic University (RINH). – 2022. – 2 (78). – P. 63–68.
19. *YAsinskaya L. E., Trofimova E. O.* Comparative characteristics of business models of leaders of pharmaceutical production: aspects of commercial activities // Remedium. – 2020. – No. 1–3. – P. 50–59.

# Opportunities and prerequisites for the transition to a knowledge-based economy in the context of its impact on structural transformations and economic growth in the region

---

© 2024 **Mkhosheva Salima Aleksandrovna**

Doctor of Economic Sciences, Leading Researcher, Head of the Department of Knowledge Economy and Advanced Regional Development of the Institute of Informatics and Problems of Regional Management. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: Salima@list.ru

© 2024 **Shardan Saida Kemalovna**

Doctor of Economic Sciences, Professor of the Department of Economics and Finance. North Caucasus State Academy.

E-mail: shardansaida@mail.ru

© 2024 **Keshtov Murat Muayedovich**

Candidate of Economic Sciences, Researcher of the Engineering Center. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: mmk032@mail.ru

© 2024 **Uyanaeva Khalimat Borisovna**

Candidate of Economic Sciences, Senior Researcher of the Department of Knowledge Economy and Advanced Regional Development of the Institute of informatics and problems of regional management. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: halimatuyanaeva@mail.ru

© 2024 **Makhoshev Artur Akhmatovich**

Intern-researcher of the Engineering Center. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: arturmakhoshev@gmail.com

The article considers the possibilities and prerequisites for the transition to a knowledge economy, analyzes its key elements: human capital, information and communication technologies (ICT) and innovative systems. A structural and functional analysis was carried out, barriers and drivers of development were identified, practical recommendations were proposed to ensure sustainable economic growth of the regions.

---

**Keywords:** *knowledge economy, human capital, innovative systems, information and communication technologies, digitalization, regional development, structural transformations, R&D investments, competitiveness, sustainable economic growth.*

---

### References

1. *Acemoglu D., Autor D. Skills, Tasks and Technologies: Implications for Employment and Earnings.* – NBER, 2011.
2. *Aghion P., Howitt P. The Economics of Growth.* – MIT Press, 2009.
3. *Barro R., Lee J. Educational Attainment Dataset.* – 2013.
4. *Castells M. The Rise of the Network Society.* – Wiley-Blackwell, 1996.
5. *Drucker P. Post-Capitalist Society.* – HarperBusiness, 1993.
6. *Freeman C. The Economics of Industrial Innovation.* – MIT Press, 1982.
7. *Goxberg L. M., Kuzneczova T. E. Russian scientific development index: theory and practice.* – Moscow : NIU VSHE', 2020.
8. *Kabardino-Balkaria in numbers: 2024 : Statistical collection.* – Nal'chik : OP Severo-Kavkazstata po KBR, 2024. – 96 p.
9. *Lundvall B. National Innovation Systems: Towards a Theory of Innovation and Interactive Learning.* – Pinter, 1992.
10. *OECD. Innovation and Growth: Rationale for an Innovation Strategy.* – OECD, 2007.
11. *Porter M. The Competitive Advantage of Nations.* – Free Press, 1990.
12. *Tapscott D. Digital Economy: Promise and Peril in the Age of Networked Intelligence.* – McGraw-Hill, 1996.
13. *The program "Digital Economy of the Russian Federation".* – 2017.
14. *World Development Report. Digital Dividends / World Bank.* – 2016.

# Environmental Taxation as a Tool for Sustainable Economic Development: Challenges and Solutions for Russia

© 2024 **Mahosheva Salima Alexandrovna**

Head of the Department of Knowledge Economics and Advanced Regional Development, Leading Researcher, Doctor of Economics. Institute of Computer Science and Problems of Regional Management, Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences, Nalchik.  
E-mail: salima@list.ru

© 2024 **Kandrokova Marina Mukharbievna**

Senior Researcher at the Department of Knowledge Economics and Advanced Regional Development, PhD in Economics. Institute of Information and Regional Management Problems, Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences, Nalchik.  
E-mail: kandrokova-marina@mail.ru

© 2024 **Shardan Saida Kemalovna**

Professor of Finance and Credit Department, Doctor of Economics. North Caucasus State Humanitarian and Technological Academy, Cherkessk.  
E-mail: shardansaida@mail.ru

© 2024 **Uyanaeva Khalimat Borisovna**

Senior Researcher at the Department of Knowledge Economics and Advanced Regional Development, PhD in Economics. Institute of Information and Regional Management Problems, Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences, Nalchik.  
E-mail: halimatuyanaeva@mail.ru

© 2024 **Yandieva Lyudmila Khasanovna**

Senior lecturer of the Department of Management, Candidate of Economic Sciences. Ingush State University, Magas.  
E-mail: lm002@mail.ru

The article considers environmental taxation as a key instrument of sustainable economic development. The main types of environmental taxes, fees and charges in force in the Russian Federation are analyzed, as well as their role in reducing the negative impact on the environment. The current problems of the domestic taxation system are identified, including insufficient targeting of tax revenues and the absence of consolidation of the term "environmental tax" in the legislation. The approaches of Russia and developed countries in the application of "green" taxes are compared, the importance of transferring the best world practices is emphasized. Measures for reforming the tax system are proposed, including the distribution of revenues between the federal and regional levels and the use of financial resources to restore ecosystems. The prospects for the introduction of carbon regulation and its impact on the export potential of Russian companies are considered. The need to develop eco-management and stimulate investment in environmentally friendly technologies is emphasized. In conclusion, the key

areas for improving the efficiency of environmental taxation in Russia are highlighted.

**Keywords:** *sustainable development, taxes, environmental taxation, green economy institutions, environment, eco-management, cross-border carbon tax.*

## References

1. *Bashmakov I. A.* Carbon regulation in the EU and Russian raw materials export // *Economics issues*. – 2022. – No. 1. – P. 90–109. – DOI: [10.32609/0042-8736-2022-1-90-109](https://doi.org/10.32609/0042-8736-2022-1-90-109).
2. *Entrepreneurs and Environmental Sustainability in the Digital Era: Regional and Institutional Perspectives / Q. Ye [et al.]* // *International Journal of Environmental Research and Public Health*. – 2020. – Feb. – Vol. 17, no. 4. – P. 1355. – ISSN 1660-4601. – DOI: [10.3390/ijerph17041355](https://doi.org/10.3390/ijerph17041355).
3. *Federal'noj nalogovoj sluzhby' O. sajta*. – URL: <https://www.nalog.ru> (visited on 09/20/2024).
4. *Formation of mechanisms for state regulation of environmental investment activities in the region / S. Makhosheva [et al.]* // *E3S Web of Conferences* / ed. by A. Zheltenkov, A. Mottaeva. – 2021. – Vol. 284. – P. 11011. – ISSN 2267-1242. – DOI: [10.1051/e3sconf/202128411011](https://doi.org/10.1051/e3sconf/202128411011).
5. *Frame Convention on Climate Change, Twenty -First Session of Paris, November 30 - December 11, 2015*. – URL: [https://www.meteor.ru/upload/pdf\\_download/Paris-sogl-rus.pdf](https://www.meteor.ru/upload/pdf_download/Paris-sogl-rus.pdf).
6. *Heshmati A.* An Empirical Survey of the Ramifications of a Green Economy. – 2014. – URL: <https://www.ftp.iza.org/dp8078.pdf>.
7. *How does China's green institutional environment affect renewable energy investments? The nonlinear perspective / X. Yang [et al.]* // *Science of The Total Environment*. – 2020. – July. – Vol. 727. – P. 138689. – ISSN 0048-9697. – DOI: [10.1016/j.scitotenv.2020.138689](https://doi.org/10.1016/j.scitotenv.2020.138689). – URL: <http://dx.doi.org/10.1016/j.scitotenv.2020.138689>.
8. *Kabir L. S.* State support for "green" investments and market "green" financing: foreign experience // *Innovation and examination*. – 2019. – 1(26). – P. 97–108. – DOI: [10.35264/1996-2274-2019-1-97-108](https://doi.org/10.35264/1996-2274-2019-1-97-108).
9. *Kohlhaas M.* Energy taxation and competitiveness– Special provisions for business in Germany's environmental tax reform. – 2003. – URL: [http://www.diw.de/documents/publikationen/73/diw\\_01.c.40455.de/dp349.pdf](http://www.diw.de/documents/publikationen/73/diw_01.c.40455.de/dp349.pdf).
10. *Kopy'tin I. A., Popad'ko A. M.* Hydrogen strategies of the largest European energy companies // *Modern Europe*. – 2021. – No. 4. – P. 83–94. – DOI: [10.15211/soveurope420218394](https://doi.org/10.15211/soveurope420218394).
11. *Mochalova L. A., Grinenko D. A.* Problems and directions of environmentalization of the tax system of Russia // *Economics of nature management and social ecology*. – 2018. – 6 (91). – P. 70–76. – DOI: [10.24411/2077-7639-2018-10017](https://doi.org/10.24411/2077-7639-2018-10017).
12. *Order of Rosstat dated December 31, 20020 No. 872 "On approval of methodological instructions for the formation of an account of ecological taxes and payments"*. – URL: <https://legalacts.ru/doc/metodicheskie-ukazaniya-po-formirovaniu-scheta-kologicheskikh-nalogov-i-platezhei>.
13. *Samodelko L. S.* The role of environmental taxation in promoting ecological safety and strategic development of the Russian Federation // *Vestnik Universiteta*. – 2019. – May. – No. 4. – P. 111–117. – ISSN 1816-4277. – DOI: [10.26425/1816-4277-2019-4-111-117](https://doi.org/10.26425/1816-4277-2019-4-111-117).
14. *Samodelko L. S., Karp M. V.* Significance and principles of environmental taxation // *Vestnik Universiteta*. – 2020. – Dec. – No. 11. – P. 141–147. – ISSN 1816-4277. – DOI: [10.26425/1816-4277-2020-11-141-147](https://doi.org/10.26425/1816-4277-2020-11-141-147).
15. *Selin H., Najam A.* Beyond Rio+20: Governance for a Green Economy. – 2011. – URL: <https://www.iisd.org/publications/beyond-rio20-governance-green-economy>.



16. Titova A. O. Analysis of Environmental Taxation of the Russian Federation // Izv. Saratov Univ. (N.S.), Ser. Economics. Management. Law. – 2017. – 17 (2). – P. 185–191. – DOI: [10.18500/1994-2540-2017-17-2-185-191](https://doi.org/10.18500/1994-2540-2017-17-2-185-191).
17. Zima Y. S. // Accounting and statistics. – 2024. – 21(1). – P. 83–93. – DOI: [Экологическоеналогообложениекакинструмент](https://doi.org/10.26907/2542-0409.2024.21.83-93)

## System of indicators allowing to assess the level of development of the knowledge economy at the meso level

© 2024 **Makhosheva Salima Alexandrovna**

Doctor of Economics, Senior Researcher, Head of the Department of Knowledge Economics and Advanced Regional Development at the Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: [Salima@list.ru](mailto:Salima@list.ru)

© 2024 **Makhosheva Salima Aemalovna**

Doctor of Economics, Professor of the Department of Economics and Finance. North Caucasus State Academy.

E-mail: [shardansaida@mail.ru](mailto:shardansaida@mail.ru)

© 2024 **Keshtov Murat Muaedovich**

Candidate of Economic Sciences, Researcher at the Engineering Center. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: [mmk032@mail.ru](mailto:mmk032@mail.ru)

© 2024 **Uyanaeva Khalimat Borisovna**

PhD in Economics, Senior Researcher at the Department of Knowledge Economics and Advanced Regional Development at the Institute of Informatics and Regional Management Problems. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: [halimatuyanaeva@mail.ru](mailto:halimatuyanaeva@mail.ru)

© 2024 **Makhoshev Artur Akhmatovich**

Intern researcher at the Engineering Center. Kabardino-Balkarian Scientific Center of the Russian Academy of Sciences.

E-mail: [arturmakhoshev@gmail.com](mailto:arturmakhoshev@gmail.com)

The article presents a system of indicators for assessing the level of development of the knowledge economy at the meso level, adapted to the conditions of the Kabardino-Balkarian Republic. An integral index has been developed that takes into account human capital, innovative activity, digitalization and institutional support. An assessment of the index has been carried out, recommendations for its improvement have been proposed.

**Keywords:** *knowledge economy, meso level, system of indicators, innovative activity, human capital, digitalization, institutions and infrastructure, assessment of economic development, regional economy, performance indicators.*

## References

1. Bell D. The Coming of Post-Industrial Society. – New York: Basic Books. – 1999. – 576 p.
2. Belyaev A. N., Isaev V. A. Knowledge economy: concepts, trends, prospects // Economic theory. – 2020. – No. 4. – P. 12–22.
3. Castells M. The Rise of the Network Society. – Oxford: Blackwell. – 2010. – 624 p.
4. Drucker P. Innovation and Entrepreneurship. – London: Harper & Row. – 2015. – 320 p.
5. Inozemczev V. L. Modern post -industrial economy: nature, contradictions, prospects. – Moscow : Nauka, 2017. – 368 p.
6. Kabardino-Balkaria in numbers 2024 : Statistical collection. – Nal'chik : OP Cevero-Kavkazstata po KBR, 2024. – 96 p.
7. Karaulov A. I. Methods for assessing the innovative activity of the region // Economics and management. – 2021. – No. 2. – P. 78–86.
8. Lapin N. I., Tixonov A. V. Digital transformation of Russian regions: problems and prospects // Economics issues. – 2020. – No. 5. – P. 32–47.
9. Maslov I. V. Intellectual capital as the basis for the development of the knowledge economy // The economy of science. – 2018. – No. 6. – P. 10–19.
10. OECD. Knowledge-based Economy: Framework and Indicators. – Paris : OECD Publishing, 2017. – 214 p.
11. Olejnikov A. A. Knowledge economy and innovative activity: world experience and Russian realities // Russian Economic Journal. – 2020. – No. 2. – P. 51–60.
12. Rogoff K. Innovation and Economic Growth in Emerging Markets // IMF Economic Review. – 2018. – Vol. 66. – P. 345–370.
13. Savel'ev A. N. The role of human capital in the development of the knowledge economy // Bulletin of Economic Science. – 2021. – No. 2. – P. 34–42.
14. Schwab K. The Fourth Industrial Revolution. – Geneva : World Economic Forum, 2016. – 184 p.
15. SHiryaev E. M. Institutes and infrastructure in the context of digital transformation // Institutional research. – 2019. – No. 2. – P. 21–29.
16. Stepanov I. N. Assessment of the innovative potential of the regions: theoretical and methodological aspects // Economic Sciences. – 2020. – No. 3. – P. 17–27.
17. Titov S. V. Digital economy in the regional context // Bulletin of Economics and Law. – 2021. – No. 1. – P. 9–18.
18. World Bank. Knowledge for Development: Knowledge Economics Index (KEI). –. – URL: <https://www.worldbank.org>.
19. YUrkov A. S. Approaches to the integral assessment of the socio-economic development of the regions // Economic analysis. – 2020. – No. 3. – P. 56–65.

# Transport and logistics framework of new subjects of the Russian Federation: state and features of restoration of the transport network

© 2024 **Mishchenko Oksana Anatolyevna**

Candidate of economic sciences, associate professor of the department of International Economics and Business. Don State Technical University.

E-mail: ksyu04@yandex.ru

In the article the author touches upon the main problematic aspects of the current and future development of the transport system of new subjects of the Russian Federation in the process of their reintegration into the Russian economy. The article presents an assessment of the state and processes of advanced restoration of the transport and road network of new territories, development of strategic routes that form a connected logistics of supply of goods to the peninsula and new territories, the prologue to which the author finds in the transport and logistics dead end of new territories in 2014.

**Keywords:** *logistics, new regions, road network, road network, transport and logistics framework, internal logistics, framework model.*

## References

1. *Berko A. K.* The influence of the transport system on the socio-economic development of new regions of the Russian Federation // *Innovative economy and society*. – 2024. – 1 (43). – P. 11–21.
2. In 2023, about 652 km of regional and local roads were updated in new regions. – URL: <https://mintrans.gov.ru/press-center/news/11091> (visited on 12/08/2024).
3. *Lizan I.* Integration of Novorossia. Review of political economic processes and state building of the new regions of Russia. August - 2024 / Research Center for the Integration of the Eurasian Economic Union of the Union Narrativ 2050. – URL: <https://www.sonar2050.org/storage/files/Доклады/СОНАР/Интеграция%20Новороссии%20август.pdf> (visited on 12/08/2024).
4. *Lizan I.* Integration of Novorossia. Review of political economic processes and state building of the new regions of Russia. February - 2024 / Research Center for the Integration of the Eurasian Economic Union of the Union Narrativ 2050. – URL: <https://www.sonar2050.org/storage/files/ПостУкраина/Интеграция%20Новороссии%20февраль%202024.pdf> (visited on 12/08/2024).
5. *Lizan I.* Road roads. How Russia integrates the transport system of Novorossiia. – URL: <https://regnum.ru/article/3817893> (visited on 11/11/2024).
6. Logistics, industrialization and railway construction in New Russia / V. T. Volov [et al.] // *Logistics*. – 2023. – 12 (205). – P. 21–23.

7. *Lukiny'x V. F., Maly'gin D. S.* The concept of the logistics frame // Socio-economic and humanitarian magazine. – 2023. – 2 (28). – P. 117–126.
8. *Oreshkina A. D., SHatalova N. V., Borodina O. V.* The formation of a transport network of newly connected territories on the example of New Russia // Transport of Russia: Problems and Prospects-2023 : Materials of the International Scientific and Practical Conference. Saint Petersburg. – 2023. – P. 42–44.
9. *Pavlyuk D. A., Lizogub R. P.* Problems and prospects of transport logistics of the Donetsk People's Republic // Marketing and logistics problems of the development of the region : Materials of the VI Republican Student scientific and practical conference (Donetsk, April 6, 2023). – Doneczk : DONAUIGS, 2023.
10. *Pivovarova O. V., Orlov S. L.* The recovery process as the basis for the integration of the progressive development of new regions of Russia // Bulletin of the Institute of Economic Research. – 2024. – 2 (34). – P. 32–42.

---

# Theoretical basis of intellectual capital and its components

---

© 2024 **Onoprienko Dmitry Viktorovich**

Graduate student. Moscow State University of Technology and Management named after K. G. Razumovsky (PKU), Moscow.

E-mail: limmasss@mail.ru

© 2024 **Gorbatko Elena Samratovna**

Associate Professor, Candidate of Economic Sciences. Moscow State University of Technology and Management named after K. G. Razumovsky (PKU), Moscow.

E-mail: limmasss@mail.ru

In this scientific work, the author briefly analyzes the features of the theoretical foundations of intellectual capital, its constituent components. To do this, the author examines the essence and features of intellectual capital, its role for the modern economy in general and regional economic systems in particular. Further, the author considers specific components of intellectual capital, gives a more detailed description, and considers the features. In the conclusion of this scientific article, the author also notes the prospects for further dissemination of intellectual capital in the modern Russian economy – both federal and regional levels. The object of the study is the features of the theoretical foundations of intellectual capital, its constituent components. The purpose of the study is a comprehensive, consistent analysis of the features of the theoretical foundations of intellectual capital, its constituent components. Research methods: formal-legal, comparative, comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, and other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the study lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of the theoretical foundations of intellectual capital, its constituent components separately. This scientific article will thus be useful to theorists, practitioners, students and faculty of the humanities and other areas of training, as well as a wider range of readers interested in the issues of the theoretical foundations of intellectual capital, its constituent components in general, its further prospects for application in the modern Russian economy.

---

**Keywords:** *intellectual capital, human capital, components of intellectual capital, modern economy, intellectual property.*

---

## References

1. *Al'xovskij D. Y.* Development of methods for assessing the effectiveness of the innovative potential of regional economic systems : PhD thesis экономических наук : 08.00.05 / Al'xovskij Daniil YAnovich. – Samara, 2023. – 178 p.
2. *Bozhechkova A. V., Klyachko T. L., Knobel' A. Y.* The effectiveness of education expenses, human capital, the complexity of the economy and the economic development of the regions of Russia : report. – Moscow : Delo, 2020. – 148 p.
3. Human capital of the organization in the context of business value: Monograph / O. Y. Vorozhbit [et al.]. – Moscow : RIOR: Infra-M, 2022.
4. Intellectual capital - the future in the profession of a lawyer // Actual problems of intellectual property : Collection of articles / ed. by A. S. Stepanyan. – Moscow : Direkt-Media, 2022.
5. *Larionov I. K.* Intellectual work in a multidimensional economy: Monograph. – 4th ed. – Moscow : Dashkov i Ko, 2022.
6. *Moiseev V. V.* Human capital: Formation and development in modern Russia : monograph. – Moscow : Direkt-Media, 2022. – 304 p.
7. *Nizhegorodtzev R. M.* Human capital: the theory and practice of management in socio-economic systems : monograph. – Moscow : Infra-M, 2023. – 290 p.
8. *Ostashhenko T. V.* Assessment of intellectual capital as a factor in the economic development of the region : PhD thesis экономических наук : 08.00.05 / Ostashhenko Tat'yana Viktorovna. – Barnaul, 2019. – 277 p.
9. *SHirinkina E. V.* Theoretical approaches to the interpretation of the term "intellectual capital" // Fundamental research. – 2016. – No. 7-2. – P. 412-416. – URL: <https://fundamental-research.ru/ru/article/view?id=40524>.
10. *Xanushek E., Vyossmann L.* Intellectual capital in different countries of the world. Education and economic growth theory: Monograph / trans. from the English by Y. Kapturevskiy. – Moscow : Izdatel'skij dom Vy'sshej shkoly' e'konomiki, 2022. – 351 p.

# Analysis and evaluation of trends and trends of industrial network integrations in Russia and abroad

© 2024 **Sotnikov Herman Arturovich**

Graduate student. National Research Technological University MISIS, Moscow.

E-mail: ger.sotnikov@gmail.com

© 2024 **Tolstykh Tatiana Olegovna**

Doctor of Economics, Professor of the Department of Industrial Strategy. National Research Technological University MISIS, Moscow.

E-mail: tolstykh.to@misis.ru

This article analyzes and evaluates the trends and trends of industrial network integrations in Russia and abroad. The importance of innovative collaboration and enterprise maturity in the context of network integrations, using the concepts of innovation and technological maturity, is discussed. A system of criteria for evaluating these parameters is proposed, which is then tested on the example of an industrial cluster. The study highlights the importance of industrial network integrations for stimulating innovation and technological development and suggests directions for further research in this area.

**Keywords:** *industrial network integration, innovation collaboration, innovation maturity, technological maturity, evaluation criteria system, industrial cluster, trends, trends, Russia, foreign experience.*

## References

1. *Androsova I. V., Sogacheva O. V. Strategic partnerships as a modern form of business integration in industry // University Bulletin. – 2020.*
2. *Azizkulov D. M. Digital economy: concept, features and prospects in the Russian market // Economics vector. – 2018.*
3. *Bodyako A. V. Problems of development of the methodology of accounting and control in the conditions of the institutional economy of the innovative type. Vol. 3. On the prospects of the "digital format" of accounting, control and reporting. – Moscow : Rusajns, 2017.*
4. *By'kov A. Y. The right of the digital economy: some folk-economic and political risks. – 2018.*
5. *By'kov A. Y. The system is normative-legal base of the digital economy in the Russian Federation. – Moscow : Prospekt, 2017. – 778 p.*

6. Digital Economy of the Russian Federation: Program: Order of the Government of the Russian Federation of July 28, 2017.
7. *Goman K. I.* The development of innovative processes in integrated industrial structures (IPS) // Bulletin of Samara University. Economics and management. – 2021. – Vol. 12, no. 3. – P. 41–53.
8. *Lepesh G. V.* Modernization of industrial complexes of industrialized regions of the Russian Federation in the context of non-industrialization // Technical and technological problems of the service. – 2019. – 3 (49). – P. 3–8.
9. *Lepesh G. V.* The formation of the industrial policy of the territories of Russia and Belarus, focused on the expansion of network interaction // Technical and technological problems of the service. – 2020. – 3 (53). – P. 3–11.
10. *Muminov B. B., Xomidov S. A.* Questions of data integration in corporate networks // Science and Innovation. – 2023. – Vol. 2, issue 3. – P. 1101–1104.
11. *Ozhigina V.* Design of Eurasian integration: internal and external dimension // Oikonomos: Journal of Social Market Economy. – 2019. – No. 1. – P. 67–67.
12. *Plaxin A. E., Selezneva M. V.* Identification of network interaction entities in the industry of the region // Bulletin of NGIEI. – 2021. – 7 (122). – P. 70–82.
13. *Rozhkov R. S.* Digital market development trends, and concomitant problems // Big Eurasia: Development, Safety, Cooperation: Yearbook : Materials of the XIX National Scientific Conference with international participation, Moscow, December 18-19, 2019. Issue 3. Part 1. – Moscow : Institut nauchnoj informaczii po obshchestvenny'm naukam RAN, 2020. – P. 537–540.
14. *Ryazheva Y. I.* The mechanism for the development of the innovative environment of the industrial sector based on cluster-network integration of business entities // Priority areas of innovation in industry. – 2020. – P. 224–230.



---

# Implementation of the digital ruble into the economic activities of citizens (On the example of households)

---

© 2024 **Tyurin Alexander Olegovich**

Consultant, Digital Ruble Technology Department No. 4, Kazan Regional Development Center. The branch is the National Bank for the Republic of Tatarstan of the Volga-Vyatka Main Directorate of the Central Bank of the Russian Federation.

E-mail: aotyurin@gmail.com

In this scientific work, the author briefly analyzes the features of the introduction of the digital ruble into the economic activities of citizens using households as an example. To do this, the author examines the current state of Russian monetary policy regarding the introduction of digital payment instruments. Further, the author analyzes the statistical indicators of the Bank of Russia regarding the spread of the digital ruble in the development of households, focusing on the prospects for further active implementation. In conclusion of the study, the author also notes the need for the regulator to pay more attention to the practice of using the digital ruble in modern Russia. The object of the study is the features of the introduction of the digital ruble into the economic activities of citizens using households as an example. The purpose of the study is a comprehensive, consistent analysis of the features of the introduction of the digital ruble into the economic activities of citizens using households as an example. Research methods: formal-legal, comparative, comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, and other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the study lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of the introduction of the digital ruble into the economic activity of citizens using households as an example. This scientific article will thus be useful to theorists, practitioners, students and faculty of humanitarian and other areas of training, as well as a wide range of readers interested in the issues of introducing the digital ruble into the economic activity of citizens in Russia as a whole, in its individual varieties.

---

**Keywords:** *digital transformation, digital currency, digital ruble, legal regulation, digital economy, households, economic activity.*

---

## References

1. *Abramova E. N., Alekseenko A. P., Belova S. N.* Problems of creating a digital ecosystem: legal and economic aspects : monograph. – Moscow : YUsticzinform, 2021. – 276 p.
2. *Business management in a digital economy: calls and solutions : monograph / ed. by I. A. Arenkov [et al.].* – SPb. : SPbGU, 2019. – 360 p.
3. *CHernyakov M. K., CHernyakova M. M.* Regulation of the digital economy of agriculture : monograph. – Novosibirsk : Izdatel'svo NGTU, 2019. – 232 p.
4. *Dashyan S. G., Kamburova I. V.* The value of the digital ruble for the Russian economy // Bulletin of Science. – 2024. – No. 10. – P. 100–107.
5. *Grishhenko V., Ponomarenko A., Seleznev S.* Possible approaches to forecasting the demand of Russian households on a digital ruble: a series of reports of the Bank of Russia on economic research. - February 2023, No. 108. – URL: [https://www.cbr.ru/statichtml/file/144905/wp\\_108.pdf](https://www.cbr.ru/statichtml/file/144905/wp_108.pdf).
6. *Korabejnikov I. N., Borisjuk N. K., Smotrina O. S.* The mechanism of development of the digital economy: Logistic approach: Monograph. – Moscow : Pervoe e'konomicheskoe izdatel'stvo, 2020. – 210 p.
7. *Manafov A. S.* The introduction of a digital ruble in the Russian Federation: problems and prospects // Digital economy and finance : Materials of international scientific-practical conference. – SPb. : Asterion, 2023. – P. 139–143.
8. *Morozova N. V., Vasil'eva I. A., Evseev A. S.* Strategic management of regional socio-economic systems in the context of digital transformation of industry: Monograph. – 2022.
9. *Uskov V. S., Klimova Y. O.* Development of the digital economy of the Russian Federation in the context of scientific and technological changes : monograph. – Vologda, 2021. – 167 p.
10. *Yazy'kov I. A.* Difficulties in the implementation of a digital ruble // Best Research Article-2023 : Collection of articles V International Scientific-Research Conference. – Petrozavodsk : Novaya Nauka, 2023. – P. 94–100.

# MANAGEMENT

# Suppliers' experience in purchasing management in the restaurant business

© 2024 **Asatryan Edita Edgarovna**

Individual entrepreneur.

E-mail: 79857265058@mail.ru

Effective organization of purchasing management plays one of the key roles in ensuring the stability and competitiveness of any business. For the restaurant industry, the main benefits are maintaining a high level of raw material quality and predictability of expenses for the purchase of products and materials. Separately, it is necessary to highlight the logistic factor – minimization of risks associated with interruptions in supplies, which directly affects the level of customer satisfaction and the reputation of this business in the market. Thus, suppliers, providing the above conditions, act as the most important strategic business partners of restaurants. The relevance of the study of suppliers' experience in purchasing management is due to the presence of significant potential for optimizing these processes from the standpoint of integrating modern technologies, improving the quality of interaction organization and applying advanced successful foreign practices. Object of the study: purchasing management system in the restaurant business. Purpose of the study: generalization of suppliers' experience in the context of optimizing purchasing processes in the restaurant business. Research methods: documentary analysis, generalization, abstraction, logical method, induction, deduction. Scientific novelty of the research: proposal of methodological approaches to improving purchasing strategies based on effective interaction of suppliers with purchasing services in the restaurant business; the possibility of increasing the competitiveness of restaurants and the performance of supplier organizations.

**Keywords:** *management development, purchasing management, restaurant business, raw material quality, product acquisition, logistics development, foreign practice.*

## References

1. *Aliiev O. M.* Development of a restaurant business in digitalization: Foreign experience // *Industrial economy*. – 2023. – No. 5. – P. 97–102.
2. *Duxanina L. D., Izteleuova M. S.* Organization of procurement management and work with suppliers // *Science, education and culture*. – 2022. – 2 (62). – URL: <https://cyberleninka.ru/article/n/organizatsiya-upravleniya-zakupkami-i-raboty-s-postavschikami> (visited on 12/15/2024).
3. *Mashin D. V., Rusakovich M. V.* International experience in implementing the strategy of sustainable development of ESG in the restaurant business // *Journal of Applied Research*. – 2024. – No. 4. – P. 32–38.

4. *Petrikova A. V.* Foreign experience in ensuring the competitiveness of the restaurant business // Actual issues of modern economy. – 2023. – No. 9. – P. 9–15.
5. *postavshnikov N.* *prodazhi produktov v restorany': opyt.* –. – URL: <https://sberbusiness.live/publications/nalazhivaem-prodazhi-produktov-v-restorany-opyt-postavshchikov> (visited on 12/15/2024).
6. RouteXpert's Handbook. – URL: <https://s3.eu-west-1.amazonaws.com/storage.myrouteapp.com/legal/RouteXpert%20Manual%202.2.2.pdf> (visited on 12/15/2024).
7. *SHashkin P. S.* Terminological analysis: procurement management and supply // Bulletin Guu. – 2014. – No. 9. – P. 87–91.
8. *Tagry't V. S., Luczenko E. L.* Improving personnel management in the human resource management system in the restaurant business // Scientific, technical and economic cooperation of the Asia-Pacific countries in the XXI century. – 2020. – Vol. 2. – P. 208–213.
9. *Vol'ny'x K. V.* Foreign experience in promoting restaurant business services in online formats // Bulletin of Science. – 2023. – Vol. 4, 12(69). – P. 66–70.
10. Wialon - transport monitoring system. – URL: <https://wialon.com/ru> (visited on 12/15/2024).

# Psychological and pedagogical aspects of the activities of a tourism manager

---

© 2024 **Churilova Irina Gennadievna**

Candidate of Pedagogical Sciences, Director of the Institute of Service Technologies, Russian State University of Tourism and Service, Podolsk.

E-mail: igchurilova@gmail.com

© 2024 **Usmanova Kamilla Ruslanovna**

The quality manager of the testing center. Moscow plant "FIZPRIBOR", Podolsk.

E-mail: bsoul1@bk.ru

In this scientific work, the author briefly analyzes the features of the set of psychological and pedagogical aspects of the activities of a tourism manager. To do this, the author examines the personal and competence characteristics of such a specialist, draws attention to the features inherent only to such a professional. Then the author proceeds directly to the analysis of specific psychological and pedagogical characteristics, gives practical examples. In conclusion of the study, the author draws attention to the importance and real significance of the personality, professional characteristics of a specific specialist in this field for the development of the entire sector of the economy as a whole – both at the national and supranational levels. The object of the study is the features of the set of psychological and pedagogical aspects of the activities of a tourism manager. The purpose of the study is a comprehensive, consistent analysis of the features of the set of psychological and pedagogical aspects of the activities of a tourism manager. Research methods: comparative, comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, and other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the study lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of the totality of psychological and pedagogical aspects of the tourism manager's activities. This scientific article will thus be useful to theorists, practitioners, students and faculty of humanitarian and other areas of training, as well as a wider range of readers interested in improving the totality of psychological and pedagogical aspects of the tourism manager's activities in general.

---

**Keywords:** *psychological and pedagogical aspects, management, management basics, manager, tourism management, tourism activities.*

---

## References

1. *Abdulatipova E. A., CHupanov A. X.* Effective forms and teaching methods of the future tourism manager // Izvestia of the Dagestan State Pedagogical University. Psychological and pedagogical sciences. – 2017. – Vol. 11, no. 1. – P. 93–98.
2. *CHernichenko I. V.* Psychological and pedagogical foundations of the activities of the tourism manager : PhD thesis педагогических наук : 13.00.05 / CHernichenko Igor' Vital'evich. – Moscow, 1999. – 251 p.
3. Innovative management technologies and strategies for the territorial development of tourism and hospitality - 2020 : Materials of the International Scientific and Practical Conference September 25, 2020. – Moscow : RGUTiS, 2020. – 395 p.
4. Innovative management technologies and strategies for the territorial development of tourism and the sphere of hospitality - 2021 : Materials of the IV International Scientific and Practical Conference on September 24, 2021 / ed. by E. E. Konovalova. – Moscow : RGUTiS, 2021. – 912 p.
5. *Karpov A. V.* Psychology of management : Textbook for universities. – 2nd ed. – Moscow : YUrajt, 2024. – 481 p.
6. *Kazanczeva G. A., Perova T. V.* Organizational and methodological features of socio-psychological training in the process of training tourism specialists. – URL: <https://science-education.ru/ru/article/view?id=24716>.
7. *Konovalenko V. A., Konovalenko M. Y., Solomatin A. A.* Psychology of management. Theory and practice : Textbook for universities. – 2nd ed. – Moscow : YUrajt, 2024. – 328 p.
8. *Pal'chuk M.* Psychological and pedagogical aspects of vocational education in the field of tourism. – URL: [https://tourlib.net/statti\\_tourism/palchuk2.htm](https://tourlib.net/statti_tourism/palchuk2.htm).
9. *Simonovich N. N.* Psychological aspects in the work of a travel agency. – URL: <https://novainfo.ru/article/10486>.
10. *Vospitannik I. V.* Psychological aspects of the training of managers in the tourist sphere // Problems of the modern economy. – 2023. – No. 13. – P. 108–113.

# On the question of the executionality of the transition to gas piston power generation by small and medium businesses

© 2024 **Galtsev Artem Alexandrovich**

Director of Development and Investments. RTP LLC, Moscow region, Yegoryevsk.

E-mail: Art\_rtp@mail.ru

The purpose of the article is to explore the feasibility of transitioning to gas-piston power generation by small and medium-sized businesses. It is shown that the actual existing situation in the sphere of power supply for small and medium businesses determines the feasibility of their steps towards self-generation. According to the developed methodology, the conditions under which the installation of gas piston power generation by small and medium businesses is economically feasible are the following: energy demand from 500 kW, medium and large business sizes, sufficiently energy-intensive production facilities that operate in 3 shifts to ensure the most uniform load of 80%, availability of natural, associated, biogas, landfill gas and the need for technical hot water, hot steam and CO<sub>2</sub>.

**Keywords:** *cogeneration, electric energy, gas piston engine, decarbonization, energy efficiency, medium and small businesses.*

## References

1. *Gubanov M., Kiushkina V., SHirokov A.* On the creation of the Fund for the Development of Local Energy Systems // Ep. – 2023. – 9 (188). – URL: <https://cyberleninka.ru/article/n/o-sozdanii-fonda-razvitiya-lokalnyh-energосistem> (visited on 06/19/2024).
2. International Energy Agency (IEA), Energy Efficiency. – URL: <https://www.iea.org/reports/energyefficiency> (visited on 06/19/2024).
3. *Kromin Y. V.* Associate gas fuel for gas piston // Turbines and diesel engines. – 2007. – No. 5.
4. *Nalbandyan G. G., ZHolnerchik S. S.* Key factors for the effective application of distributed generation technologies in industry // SRRM. – 2018. – 1 (106). – URL: <https://cyberleninka.ru/article/n/klyuchevye-factory-effektivnogo-primeneniya-tehnologiy-raspredelennoy-generatsii-v-promyshlennosti> (visited on 06/19/2024).
5. New Russian developments to optimize the energy transfer / V. Bushuev [et al.] // Ep. – 2023. – 4 (182). – URL: <https://cyberleninka.ru/article/n/novye-rossiyskie-razrabotki-dlya-optimizatsii-energoperehoda> (visited on 06/19/2024).
6. *Roubaud A., Favrat D.* Improving performances of a lean burn cogeneration biogas engine equipped with combustion prechambers // Fuel. – 2005. – Vol. 84, no. 16. – P. 2001–2007.



7. The potential for the use of gas piston engines of foreign manufacturers in the Russian Federation / V. D. Burov [et al.] // Turbines and diesel engines. – 2009. – No. 3. – P. 28–33.
8. *Tomarov G. V., Rabenko V. S., Budanov V. A.* Mini-TEP based on cogeneration technologies // Bulletin IGEU. – 2008. – No. 2. – URL: <https://cyberleninka.ru/article/n/mini-tets-na-osnove-kogeneratsionnyh-tehnologiy> (visited on 06/19/2024).
9. *Xovalova T. V.* Modeling the effectiveness of the transition to its own generation // SRRM. – 2017. – 3 (102). – URL: <https://cyberleninka.ru/article/n/modelirovanie-effektivnosti-perehoda-na-sobstvennyu-generatsiyu> (visited on 06/19/2024).
10. *Zolotov V. P., Budkin A. V., Pliss A. A.* Combined production of thermal and electric energy: condition, prospects // Bulletin of the Samara State Technical University. Series: Technical Sciences. – 2008. – 2 (22). – URL: <https://cyberleninka.ru/article/n/kombinirovannoe-proizvodstvo-teplovoy-i-elektricheskoy-energii-sostoyanie-perspektivy> (visited on 06/19/2024).

# Managing the motivation of foreign workers

© 2024 **Gomonova Margarita Sergeevna**

Master's student, Department of Personnel Management. Moscow University named after S. Yu. Witte, Moscow.

E-mail: Gomonovamargarita@gmail.com

© 2024 **Mottaeva Angela Bakhauovna**

Professor, Department of Advertising and Human Resources, Doctor of Economics, Associate Professor. Moscow University named after S. Yu. Witte, Moscow.

E-mail: doptaganka@yandex.ru

**Importance** The current state of the labor market, with the rapidly accelerating pace of globalization and internationalization, is characterized by an increase in the share of foreign employees in the overall structure of organizations. In percentage terms, depending on the company's field of activity, the number of foreigners that a company can hire, for example, in Russia, varies from 15 to 80. In this regard, the motivation system is of particular importance in the process of adaptation of foreign citizens, which directly affects the stability of personnel and the reduction of turnover, as well as the effectiveness of their work. Thus, the article touches upon the features of managing the motivation of foreign personnel through the prism of the existing structure and problematic aspects.

**Objectives** The research of the specifics of managing the motivation of foreign employees in order to determine the most optimal and effective methods for constructing a system of motivation for the work of foreign personnel to improve their work efficiency and involvement in achieving the development goals of the organization.

**Methods** During the research of the issue of managing the motivation of foreign employees, the following methods were used: theoretical, statistical and system-structural analysis.

**Keywords:** *globalization, motivation, management strategy, foreign personnel, adaptation.*

## References

1. Dixtyar' A. B., Kashtanova E. V. Cultural shock: its influence on personnel management of a cross-cultural organization // Bulletin Guu. – 2013. – No. 22. – URL: <https://cyberleninka.ru/article/n/kulturnyy-shok-ego-vliyanie-na-upravlenie-personalom-kross-kulturnoy-organizatsii> (visited on 11/30/2024).
2. Forbes World's Best Employers 2024 – Companies To Work For Worldwide / Forbes. – URL: <https://www.forbes.com/lists/worlds-best-employers/> (visited on 11/29/2024).

3. Guidelines: Incentives for Health Professionals / Global Health Workforce Alliance. – 2008. – URL: <https://www.hrhresourcecenter.org/node/2012.html>.
4. Kon'kova O. V., Ushxo S. K. The concept of motivation in management // Young initiatives - science and production : Collection of articles of the VI All-Russian Scientific and Practical Conference of Young Scientists and Students, Penza, November 29-30, 2023. – Penza : Penzenskij gosudarstvenny'j agrarny'j universitet, 2023. – P. 417–420.
5. Proxorova Y. E. Improving the processes of managing the multinational personnel of the organization : PhD thesis экономических наук : 5.2.6 / Proxorova YUliya Evgen'evna. – Penza, 2023. – 438 p.
6. Solodkov M. V. Features of the formation of multinational groups in modern international companies // Baikal Research Journal. – 2021. – No. 3. – URL: <https://cyberleninka.ru/article/n/osobnosti-formirovaniya-mnogonatsionalnyh-kollektivov-v-sovremennyh-mezhdunarodnyh-kompaniyah> (visited on 12/01/2024).
7. Torrington D. R. International Personnel Management. – Hemel Hempstead: Prentice-Hall, 1994. – 702 p.
8. Vasin S., Prokhorova Yu., Kotova A. Formation of multinational personnel loyalty as an organization sustainable development factor. – 2023. – DOI: [10.1051/e3sconf/202337605011](https://doi.org/10.1051/e3sconf/202337605011).
9. Zakir'yanova L. R., Stozhko K. P. Material stimulation of enterprise personnel in modern conditions // Youth and science. – 2016. – No. 10. – P. 1–5.
10. Zaslavskij I. To the characteristics of the work of modern Russia. Social Labor Policy Essay // Expert. – 1997. – No. 10.

# New technologies in psychological and pedagogical skills of a tourism manager

---

© 2024 **Churilova Irina Genadyevna**

Candidate of Pedagogical Sciences, Director of the Institute of Service Technologies. Russian State University of Tourism and Service, Podolsk.

E-mail: igchurilova@gmail.com

© 2024 **Usmanova Kamilla Ruslanovna**

The quality manager of the testing center. Moscow plant "FIZPRIBOR", Podolsk.

E-mail: bsoul1@bk.ru

In this scientific work, the author briefly analyzes the features of the application of new technologies in the psychological and pedagogical skills of a tourism manager. To do this, the author analyzes specific practical examples of the use of various new technologies in the professional activities of a tourism manager, focusing on the most common ones. The author writes that new technologies are capable of not only qualitatively changing the functioning of the entire tourism organization as a whole, but also positively affecting the level of professional competence of a particular specialist. In conclusion of the study, the author also notes that in the future, the issue under consideration will not lose its practical relevance. The object of the study is the features of the application of new technologies in the psychological and pedagogical skills of a tourism manager. The purpose of the study is a comprehensive, consistent analysis of the features of the application of new technologies in the psychological and pedagogical skills of a tourism manager. Research methods: comparative, comparative analysis, dialectical, statistical, mathematical, generalization, specification, systematization, deduction, and other methods of theoretical and practical levels of scientific knowledge. The scientific novelty of the study lies in the preparation of a comprehensive study, the formation of the author's conclusions regarding the features of the application of new technologies in the psychological and pedagogical skills of a tourism manager. This scientific article will thus be useful to theorists, practitioners, students and faculty of humanitarian and other areas of training, as well as a wider range of readers interested in the issues of applying new technologies in the psychological and pedagogical skills of a tourism manager.

---

**Keywords:** *innovative technologies, modern technologies, pedagogical skills, tourism, tourism activities, management, ICT tools.*

---

## References

1. *Balakireva E. S., CHausov N. Y., CHausova L. A.* Improving the system of motivational management in a non-profit organization // *Economics vector*. – 2022. – No. 7. – URL: [http://www.vectoreconomy.ru/images/publications/2022/7/laboureconomics/Balakireva\\_Chausov\\_Chausova.pdf](http://www.vectoreconomy.ru/images/publications/2022/7/laboureconomics/Balakireva_Chausov_Chausova.pdf).
2. *Egorshina D. A.* Features of the use of quality management in the tourism industry. – URL: <https://rep.bntu.by/bitstream/handle/data/77293/540.pdf?sequence=1>.
3. Features of the formation of the readiness of future managers for professional activity / T. N. Pankova [et al.] // *Modern science: Actual problems of theory and practice. Series: Humanities*. – 2021. – No. 11/2. – P. 98–102. – ISSN 2223-2982. – DOI: 10.37882/2223-2982.2021.11-2.24. – URL: <https://www.elibrary.ru/item.asp?id=47569235>.
4. *Galinova A., Sovet M.* Tourism management and its features // *Agro-industrial complex and food industry*. – 2021. – No. 2. – P. 42–44. – URL: [https://ais.kazetu.kz/documents/kazetu\\_regulations/Journal\\_of\\_scientific\\_technics/2021/2-2021.pdf#page=42](https://ais.kazetu.kz/documents/kazetu_regulations/Journal_of_scientific_technics/2021/2-2021.pdf#page=42).
5. *Gasangusejnova A. M., Bachenina E. A.* Analysis of the current state of tourism in Russia // *Problems and innovation of sports management, recreation and sports tourism : Materials of the VIII All-Russian Scientific and Practical Conference with international participation dedicated to the 100th anniversary of the education of the Government of the Office in the field of physical education and sports. Kazan, June 2, 2023*. – Kazan' : Povolzhskij GUFskIT, 2023. – P. 261–266.
6. *Kudryashova N. A., Semchenkova I. V.* The concept of training managers of sociocultural activity in modern conditions // *Institute of Arts*. – 2021. – No. 11. – P. 58–67.
7. *Timoshenko D. S.* Innovative approaches and technologies in tourist pedagogy // *Bulletin of the Vorone State University. Series: Geography. Geoecology*. – 2020. – No. 1. – P. 115–123.
8. *Ufimczeva A. A.* Assessment of management effectiveness in tourism // *The competitiveness of territories*. – 2020. – No. 9. – P. 94–101.
9. *Varvashenya A. A.* Problems of training for the tourism and hospitality industry // *Innovative technologies in the sports, tourism and hospitality industry : Materials of the XVIII International Scientific and Practical Conference, Minsk, April 11. 2024*. – Minsk, 2024. – P. 33–39. – URL: [http://elib.sportedu.by/bitstream/handle/123456789/5509/Инов.%20техн.%20в%20инд.спорта\\_с%2033-39.pdf](http://elib.sportedu.by/bitstream/handle/123456789/5509/Инов.%20техн.%20в%20инд.спорта_с%2033-39.pdf).
10. *YAiczakaya E. A., Bogotov X. L.* The main trends and tasks of innovative management in the field of tourism // *Actual problems of food, tourism and trade products technology : Materials of the 3rd All-Russian Scientific-Practical Conference*. – Nal'chik : K-BGAU im. V. M. Kokova, 2022. – P. 122–126.