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CONTENT

ALTSYBEEVA I. G., ANDREEVA L. O. Financial strategy in the management of the enterprise.....	6
GANEBNYKH E. Consumer behavior under increasing autarky.....	13
NAZAROVA I. T., GUREZOV Z. Ways of managing innovative organizations in Russia.....	18
AIMEN A., BEKBAULINA S., KARIMAKHUNOVA R. Kazakhstan tourist market – current state.....	25
VLASOV A., STANOVSKIKH A. Logistics support for the competitiveness of an industrial enterprise.....	30
DOMOVAYA Z. V. Causal relations of the origin of conflicts in B2C markets and methods for their judging.....	38
RULES FOR DESIGN, PRESENTATION AND PUBLICATIONARTICLES IN THE JOURNAL «JOURNAL OF MONETARY ECONOMICS AND MANAGEMENT».....	63

СОДЕРЖАНИЕ

АЛЦЫБЕЕВА И. Г., АНДРЕЕВА Л. О. Финансовая стратегия в управлении предприятия.....	6
ГАНЕБНЫХ Е. В. Поведение потребителей в условиях усиливающейся автаркии.....	13
НАЗАРОВА И. Т., ГУРЕЗОВ З. Пути управления инновационными организациями в России.....	18
АЙМЕН А., БЕКБАУЛИНА С., КАРИМАХУНОВА Р. Туристический рынок Казахстана – текущее состояние.....	25
ВЛАСОВ А., СТАНОВСКИХ А. Логистическое обеспечение конкурентоспособности промышленного предприятия.....	30
ДОМОВАЧ З. В. Причинно-следственные связи возникновения конфликтов на рынках B2C и методы их оценки.....	38
ПРАВИЛА ОФОРМЛЕНИЯ, ПРЕДСТАВЛЕНИЯ И ПУБЛИКАЦИИ СТАТЕЙ В ЖУРНАЛЕ «JOURNAL OF MONETARY ECONOMICS AND MANAGEMENT».....	65

Research article

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FINANCIAL STRATEGY IN THE MANAGEMENT OF THE ENTERPRISE

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Abstract. The article proposes a methodology for the development of an enterprise's financial strategy. The methodology developed by the authors is based on the ideas of the matrix offered by the French researchers Franchon and Romanet and is supplemented by the author's economic interpretations of the financial development stages of an enterprise. The authors analyze the concept of the financial strategy and the stages of its development, and then propose priority areas for the financial development of an enterprise to ensure the implementation of a financial strategy.

Keywords: financial strategy; management of enterprise; enterprise development; life cycle.

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ФИНАНСОВАЯ СТРАТЕГИЯ В УПРАВЛЕНИИ ПРЕДПРИЯТИЯ

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Аннотация. В статье рассматривается методика формирования финансовой стратегии предприятия, которая базируется на идеях матрицы французских исследователей Франсона и Романа и дополняется авторскими экономическими интерпретациями стадий финансового развития предприятия. Авторы анализируют концепцию финансовой стратегии и этапы ее разработки, предлагают приоритетные сферы финансового развития предприятия для обеспечения реализации финансовой стратегии.

Ключевые слова: финансовая стратегия; управление предприятием; развитие предприятия; жизненный цикл.

Social and economic development of the enterprise is a process that occurs constantly. It means the process of irreversible changes in the economic and social spheres of the enterprise, due to the action of external and internal factors and aimed at achieving a new sustainable balance. At the same time, the socio-economic development of the enterprise is of strategic nature, since in its process the medium-term and long-term goals of its activities are achieved. The direction of development reflects the strategy, including financial.

Various authors, revealing the concept of financial strategy, have different views to its definition. Abryutina considers financial strategy as “a complex multifactorial model of actions and measures necessary to achieve the set long-term goals in the general concept of development in the field of formation and use of the financial and resource potential of an enterprise” [1]. Close to this definition is the definition given by Igonina and Skachkova, who believes that financial strategy is the definition of “priority goals and a system of actions to achieve them in the field of generating financial resources, optimizing their structure and efficient use, corresponding to the general concept of enterprise development and ensuring its implementation” [2].

Some researchers emphasize the importance of considering the factors of the internal and external environment, which is indeed the main condition for the formation of an effective strategy. For example, Ovodkov considers the financial strategy as “a system for the formation and implementation of the priority financial goals of an enterprise by effectively attracting and using financial resources, coordinating their flows, ensuring the necessary level of security based on continuous consideration of external and internal environmental factors” [3]. Klivets believes that a financial strategy is “a system of actions to achieve the best direction of financial activity, save all types of costs, mobilize capital to support production, research, marketing and other strategies aimed at maximizing the cost of capital” [4].

Many authors emphasize in their definitions the relationship between financial strategy and development, since in modern conditions financial strategy is an important condition for ensuring the sustainable development of an enterprise. Blank believes that the financial strategy is “one of the most important types of the functional strategy

of an enterprise, providing all the main directions for the development of its financial activities and financial relations by forming long-term financial goals, choosing the most effective ways to achieve them, adequately adjusting the directions for the formation and use of financial resources when changing environmental conditions” [5].

The most appropriate is a holistic presentation of the financial strategy given by Goriyanova, the allocation of which is justified by the key role of financial resources in the enterprise. ‘The integrity of the system is represented by a combination of several interrelated elements – directions of financial policy in the context of individual aspects of the enterprise” [6]. Therefore, a financial strategy is a sound concept of attracting and using financial resources, focused on creating competitive advantages and providing conditions for the continuous development of an enterprise.

The development of a financial strategy (FS) plays an important role in ensuring the effective development of an enterprise. This role is as follows:

- FS provides an opportunity for the rapid implementation of promising investment opportunities arising in the process of intensive changes in environmental factors;
- FS reflects the advantages of the organization in financial activities in comparison with competitors;
- FS considers possible options for the development of factors uncontrollable by the enterprise and allows minimizing their negative impact on the enterprise’s activities;
- FS helps to assess the financial capabilities of the enterprise and ensure the maximum use of financial potential;
- FS development provides a mechanism for the implementation of the long-term goals of the upcoming economic and social development of the enterprise and its structural divisions;
- FS provides a clear relationship between the strategic, current and operational management of the enterprise;
- FS system forms the main criteria for assessing the managerial decisions;
- FS implementation is one of the basic prerequisites for strategic changes in the overall management structure and organizational culture of the enterprise.

The important role of FS in ensuring the development of an enterprise is emphasized by the concept of financial strategy (Figure 1).

Figure 1 – The concept of the financial strategy of the enterprise



Thus, the creation and implementation of a financial strategy is aimed at making effective financial decisions to improve financial stability and increase the competitiveness of an enterprise in the long term. The financial strategy is basic because it ensures the implementation of other strategies, namely the competitive one. Being consistent with the goals and directions of the overall development strategy, the financial strategy at the same time has a significant impact on the overall economic development strategy.

Covering all forms of financial activity of an enterprise, financial strategy explores the objective economic patterns of market relations,

develops forms and methods for the survival and development of an enterprise in changing conditions. Therefore, the financial strategy ensures the development of enterprises in the field of finance, which is the main artery of the enterprise. Therefore, we can say that an effective financial strategy ensures the development of enterprises. Based on this, it can be noted that the effective development of an enterprise is impossible without the formation of a financial strategy.

The stages of developing the financial strategy of the enterprise are presented in table 1.

Table 1 – Stages of development of the financial strategy of the enterprise

Stage	Main characteristics
1. Determination of the general period for the formation of a financial strategy	The duration of this period depends on many conditions: duration of the period of the general development strategy predictability of the development of the economy as a whole and the situation in the segments of the financial market in which the enterprise will operate industry affiliation of the enterprise the size of the enterprise stage of the product life cycle, etc.

2. Study of financial factors of the financial environment and financial market conditions	Such a study suggests: study of economic and organizational-legal conditions of the financial activity of the enterprise and their possible changes in the coming period analysis of the financial market situation and its determining factors forecast of the financial market situation in the context of its individual segments related to the forthcoming financial activities of the enterprise
3. Formation of a system of goals for the financial activities of the organization	The main goal of the financial activity of a commercial enterprise is to make a profit, and in the modern interpretation – to increase the level of well-being of its owners and maximize its market value. This goal must be specified considering the peculiarities of the future development of the enterprise and form a system of strategic goals of financial activity. Goals should be formulated clearly and concisely and expressed by specific indicators – target strategic standards
4. Specifying the target indicators of the financial strategy by the periods of its implementation	Specification of target indicators involves ensuring: dynamic representation of the system of target strategic standards of financial activity – their detailing by stages of achievement internal synchronization – coordination in time of all strategic standards of financial activity among themselves external synchronization – coordination in time of indicators of the financial strategy and the general strategy of the enterprise development, as well as predicted changes in the financial market conditions
5. Development of financial policy on private aspects of financial activity	Financial policy is a form of implementation of the financial strategy of an enterprise in the context of areas of financial activity: assets cash flows capital investments financial risks
6. Development of organizational and economic measures for the implementation of the financial strategy	The stage involves: formation of “responsibility centers” of various types determination of the rights, obligations and measures of responsibility of the heads of these centers for the results of financial activities creation of a system of incentives for employees for their contribution to improving the efficiency of financial activities, etc.
7. Evaluation of the effectiveness of the financial strategy	The stage involves checking the financial strategy according to the following main parameters: external synchronization internal balance of the financial strategy feasibility of the financial strategy acceptability of the level of risks associated with the implementation of the financial strategy effectiveness of the developed financial strategy

In its development, an enterprise goes through several stages, similarly, the financial development of an enterprise can be represented in the form of stages: formation, growth, stabilization, braking. Obviously, the financial strategy of an enterprise should be determined based on the stage of development, in particular financial development, it is at. Since the financial strategy covers a rather long-time interval, it becomes objectively necessary to determine the current stage of financial development, the possibilities and conditions for the transition to a new stage.

Attribution of enterprises to one or another stage of financial development can be carried out using the construction of a financial development matrix based on the matrix of financial strategies of French scientists Franchon and Romanet [7]. Their matrix of financial strategies is based on the calculation of three coefficients:

– the result of economic activity,

– the result of financial activity,
– the result of financial and economic activities [8].

Operating within the framework we can determine at what stage of financial development the enterprise is. The result of economic activity indicates the liquidity of the enterprise after the implementation of all expenses associated with its development. Obviously, for the enterprise, it is desirable that the result of financial and economic activities will be positive. The dynamics of this indicator fits into the life cycle of an enterprise [9].

Opportunities for the development of the enterprise can only be implemented if the owners reasonably manage the capital invested in the enterprise. The most important market indicator of the efficiency of capital use, that helps to coordinate and maximize the interests of the owners and employees of the enterprise, is the EVA (“economic value added”) indicator. EVA equals net operating profit after tax less

the cost of capital. The basic idea for EVA is that “investors require a rate of return that compensates them for the use of their capital or the equivalent of their opportunity cost, and the level of risk undertaken” [10].

After calculating these main indicators, it is possible to conditionally attribute the enterprise to one of the squares of the matrix and determine at what stage of financial development the enterprise is (Table 2).

Table 2 – Matrix for determining the stage of financial development

Stage of financial development	Deceleration	Stabilization	Acceleration
	Results of Financial activity <0	Results of Financial activity =0	Results of Financial activity >0
Results of Economic activity >0	1- Rejection of attracted funds Results of Financial & Economic activities =0	4- Lack of working capital Results of Financial & Economic activities >0	6- Liquidity shortage Results of Financial & Economic activities <0
Results of Economic activity =0	7- Episodic deficiency Results of Financial & Economic activities <0	2- Stable balance Results of Financial & Economic activities =0	5 – Liquidity excess Results of Financial & Economic activities >0
Results of Economic activity <0	9- Crisis state Results of Financial & Economic activities <<0	8- Strong surplus of liquidity Results of Financial & Economic activities >>0	3- Unstable balance Results of Financial & Economic activities =0

At the same time, this matrix does not include the “formation” stage, which is characterized by setting goals and directions for financial development. Horizontally, the result of financial activity is associated with an increase in attracting of the enterprise’s funds. Vertically, the result of economic activity is associated with the implementation by the enterprise of investment project. Diagonal from 1 to 3 is the boundary between the two main zones of liquidity creation and liquidity consumption. So ‘The Zone of Success’ is located over the diagonal line and ‘The Zone of Deficiency’ is located under it.

There are few positions of finance condition in the matrix.

1. Positions of Balance (cells 1, 2, 3). The turnover growth rate is lower than potential, since not all internal resources are used, the organization reduces debt and manages an increasing share of its own funds. With increased turnover growth rates, this is an “enviable” enterprise that has reserve development opportunities, using which there is a chance to move to the cell 4 (borrowing policy) or 2 (investment growth or even an investment spurt). At a slower pace, this is an aging organization that, without transformation, will eventually move to the lower cells.

If an enterprise strives to keep up with the rapid development of the market, it will have to

use financial resources and move to the cells 3, 5 or 8. With slow turnover growth rates, there is a shift to the cells 1 or 4 (if creditors do not have confidence in the enterprise, and turnover growth rates are not high enough). Until some time, the company manages to resist due to forcing debt. If, following market conditions, an enterprise will reinvest profits and continue to increase turnover growth rates at any cost, then the necessity to stabilize the Result of Financial activity leads the company to a strategy to increase own funds (cell 8). If it is possible to achieve an increase in profitability that exceeds the turnover growth rate, then the enterprise will move to the cell 5 (or 2 if the turnover growth rates and profitability are equal).

2. Positions of Deficiency (cells 7, 8, 9). Desynchronization of the timing of consumption and receipt of liquid funds: the company continues to increase its debt without reducing the previous growth rates of investments. If economic profitability grows faster than turnover, then an enterprise automatically moves to the cell 2 or 1. Otherwise, it runs the risk of falling into 9.

The enterprise partially uses its opportunities to build up debt, which is not enough to cover the shortage of liquid funds, to ensure internal functioning needs. If the level of economic profitability is restored, then a rise to the cell 2 or at least to 7 is possible (if creditors do not

have confidence in the enterprise). If economic profitability decreases, then the cell 9 cannot be bypassed.

In a difficult situation, a number of enterprises have to resort to investments, to various types of financial support, to fragmentation into small enterprises and move to the cells 8 or 7.

3. Positions of Success (cells 4, 5, 6). The company is characterized by moderate turnover growth rates compared to its capabilities and maintains debt at a neutral level. In this situation, with a low and practically neutral level of economic profitability, the risk of a change in the leverage effect (due to an increase in interest rates) and competition pull the enterprise to the cells 1 or 7. With increased and (or) increasing economic profitability, the enterprise may begin preparations for diversification of production or for increase turnover, or generously reward shareholders with dividends (cell 2).

The enterprise continues to increase borrowings, although the interests of maintaining internal balance do not require it. Perhaps this is due to the beginning of a diversification policy, preparations for an investment spurt. If a sufficient level of economic profitability is maintained, then moving to the cell 2 is possible. If the level of economic profitability falls, the enterprise risks falling into the cell 8.

The enterprise becomes a parent company and provides financing for subsidiaries by increasing borrowed funds. If the ratio "borrowed funds/own funds" rises too high, then there is a tendency to move to the cell 4. Or, if the parent company's sales market is aging and exhausted, there is a tendency to move to the cell 5.

Economic interpretation of the stages of financial development is presented in Table 3.

Table 3 – Economic interpretation of the stages of financial development of an enterprise

Stage of financial development	Economic interpretation	Priority areas of financial development that ensure the implementation of the strategy
Formation	Definition of goals and directions of financial development	Analysis of the financial environment
Growth	The most favorable stage of financial development. The company is successfully developing, efficiently using capital. Growth in enterprise value.	Accelerated growth of the potential for the formation of financial resources of the enterprise
Stabilization	The enterprise develops, but not efficiently enough, there is no growth in the value of the enterprise	Ensuring the efficient distribution and use of financial resources of the enterprise
Deceleration	The enterprise develops inefficiently: the set goals are not achieved. Destruction of business value.	Formation of a sufficient level of enterprise security

Similar to the stages of the life cycle of an enterprise, an extremely undesirable stage of financial development is the stage of Deceleration, i.e., decline in financial development. Even though the stages of the life cycle of an enterprise replace each other in strict sequence, the stages of financial development may replace each other inconsistently. For example, the growth stage can move into the stabilization stage, and the stabilization stage into the growth stage.

Thus, the use of this matrix will help to the enterprise to adequately make decisions on

the integrated use of all financial resources aimed at achieving the goals of the financial strategy. Within the framework of the proposed matrix, it is possible to consider the problem of correlating the goals and resources of an enterprise's development in dynamics, making it possible to formulate a financial strategy, priority areas of financial development that ensure its implementation and modify the financial strategy as a result of changes in important parameters of the enterprise's functioning.

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CONSUMER BEHAVIOR UNDER INCREASING AUTARKY

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Abstract. The article is devoted to the study of changes in consumer behavior in the context of import substitution under the influence of the growing autarky of the Russian Federation. The paper analyzes the willingness to consume domestic analogues for various categories of goods in the context of comparing prices with imported products being replaced. The author analyzes methodological approaches to determine the market capacity in the context of changing consumer demand and concludes that it is necessary to combine the analysis of retrospective sales data and predictive methods of consumer behavioral reactions.

Keywords: consumer behavior; marketing; market capacity; autarky; sanctions.

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ПОВЕДЕНИЕ ПОТРЕБИТЕЛЕЙ В УСЛОВИЯХ УСИЛИВАЮЩЕЙСЯ АВТАРКИИ

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Аннотация. Статья посвящена исследованию изменений потребительского поведения в условиях импортозамещения под влиянием усиливающейся автаркии России. Проанализирована готовность потребления отечественных аналогов по различным категориям товаров в разрезе сравнения цен с замещаемой импортной продукцией. Автор анализирует методические подходы для определения емкости рынка в условиях изменения потребительского спроса и делает вывод о необходимости комбинирования анализа ретроспективных данных о продажах и прогнозных методов поведенческих реакций потребителей.

Ключевые слова: поведение потребителей; маркетинг; емкость рынка; автаркия; санкции.

The etymology of the term “autarky” refers to the ancient Greek description by Democritus of the natural minimum that was given to man from the very beginning. Later, Plato used this term to describe the opposite state of self-sufficiency, the inner feeling of possessing perfection, prosperity. In the future, autarky denoted various phenomena associated with freedom from the

external environment and self-sufficiency [1]. Today, autarky is understood as a political and economic self-sufficiency system aimed at eliminating the need for imports [2].

Despite the obvious desire of any state to reduce its own dependence on imports, in international practice the term “autarky” is used most often in connection with the policy of

isolationism, and often not voluntary, but forced under the influence of political and economic sanctions, embargoes and other restrictions by other countries.

The policy of autarky was pursued at various times by Germany (Nazi regime 1936–1945), Italy (Mussolini rule from 1935 and subsequent embargoes), South Africa (Apartheid period 1948–1994), Spain (Franco period 1939–1959), United States of America (the self-embargo of the Jefferson period 1807–1809), Romania (the reign of Ceausescu 1974–1989), Japan (the Sakoku policy of the 1850s), the USSR (almost the entire period of existence) and other countries.

Ludwig von Mises in his work “Money, Method and the Market Process” pointed out that the level of autarky in the economy of countries is directly related to the level of development of private property, since “each owner has a material interest in limiting internal competition in the market of his country” [3]. At the same time, there is the same interest, but with the opposite vector, in relation to external markets. In other words, any country strives for the absence of its own commodity dependence on other countries and for the maximum growth of other countries’ dependence on it. Economic nationalism is inherent in varying degrees in all countries. By entering economic unions, countries further increase its level. In this vein, autarky is no longer perceived as a symptom of an unhealthy state of the economy, but as a natural process that is present to some extent in the economic policy of any state.

Since mid-March 2014, restrictive political and economic sanctions have been introduced against the Russian Federation by several countries, which are intensifying and continuing to this day. By March 2022, Russia became the world leader in terms of the number of sanctions imposed against it. The sanctions packages are aimed at:

- banking sector (disconnection from SWIFT, ban on transactions with the Central Bank of the Russian Federation, freezing of foreign assets, disconnection from VISA and Master Card payment systems);

- oil and gas sector (restrictions on the import of oil and gas from the Russian Federation, on insurance and maintenance of Russian oil and gas equipment);

- the industrial sector (restrictions on the export of goods and technologies to the Russian

Federation, as well as the import of certain goods from the Russian Federation, a ban on investments in Russian technology companies);

- general economic sanctions (increase in customs duties on the import of goods from the Russian Federation, the abolition of WTO benefits, restrictions on cargo transportation).

Thus, currently there is a reinforcing autarky of a forced nature [4], when the state is forced to substitute previously imported goods in order to preserve national security, primarily economic.

Despite the obvious difficulties that the country faces in connection with the sanctions imposed against it, the import substitution policy also has positive aspects, as it contributes to the development of the national economy, entrepreneurial activity and the development of new technologies.

The experience of 2014-2020 showed that the agricultural and food industries showed significant progress in development. This is because the food embargo affected about 10% of the total volume of food consumed by the country. “Russia produces 99% of the grain it needs, 93% of meat and meat products, 95% of sugar, 84% of milk, according to data from Rosstat and the Ministry of Agriculture for 2018” [5]. It is important that despite the recognized success in the field of food import substitution, the rates of food inflation have significantly increased (Figure 1).

Consumer behavior has changed in the direction of switching to cheaper analogues or substitute products and the rejection of certain commodity items. Therefore, despite the apparent attractiveness and validity of launching the production of new goods as part of an import substitution strategy, the assessment of potential demand should be cautious.

To reduce the risks of overproduction at the stage of market research, it is necessary to assess its potential market capacity. Since we are not talking about innovative products, traditional methods based on retrospective data are quite suitable for this purpose: the real sales method, the research panel index method, the sales summation method, the actual sales volume method, etc. Methods based on the analysis of production volumes are logically excluded, since not only goods produced by foreign companies in the territory of the Russian Federation, but also imported goods are planned for replacement. Methods based on the assessment of buyers, although accessible, are quite laborious and

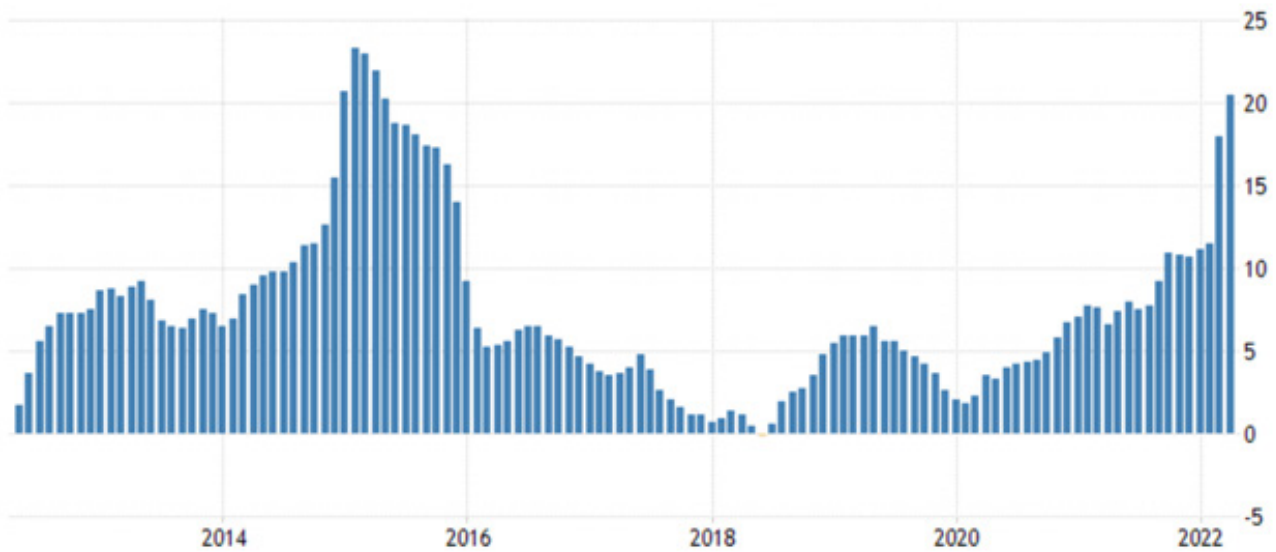


Figure 1 – Product inflation 2013–2022, % (according to Rosstat) [6]

inaccurate, as they are “associated with the representativeness of the sample and the reliability of the respondents’ data” [7].

Thus, the most appropriate methods will be those that combine the analysis of past sales and changing consumer behavior. The study of consumer response to a substituted product was conducted through a snowball survey. To assess changes in consumer behavioral responses

under the conditions of import substitution, 231 respondents of both sexes aged 18 to 70 were interviewed. Despite the non-representativeness of the sample, the responses of consumers are quite predictable, the initial hypotheses were fully confirmed. The results of the survey on the example of consumer goods are presented in Table 1.

Table 1 – Consumer Behavior in Product Substitution

You have got that the imported product you used earlier will no longer be sold in Russia. Instead, you have the option to:				
A. Purchase a domestic analogue at the same price that you paid earlier for an imported one (the quality of the domestic one is still unknown to you)				
B. Buy a cheaper domestic product in the same category that you have previously heard good reviews about				
C. Buy a more expensive domestic analogue in the hope that the quality will be on top				
D. Refuse to consume this product completely				
Product	A	B	C	D
Food	12%	79%	6%	3%
Alcohol	9%	3%	87%	1%
Casual wear	43%	36%	19%	2%
Sportswear	23%	45%	16%	16%
Footwear	62%	17%	14%	7%
Household chemicals	79%	8%	9%	4%
Cosmetics	27%	59%	11%	3%
Perfumery	9%	11%	18%	62%
Medications	34%	29%	32%	5%
Household appliances	34%	26%	23%	17%
Electronics and personal gadgets	7%	8%	4%	81%
Transport (cars)	2%	42%	0%	56%

Based on the survey data, respondents are ready to replace food products with domestic counterparts, which should cost less than imported ones (79%), while consumers are ready to buy alcohol, on the contrary, more expensive

(87%). Among the pronounced reactions, one can single out the willingness to spend the same funds as before on goods from the category “household chemicals” (79%) and “footwear” (62%), as well as the relative homogeneity of

opinions (62%) related to the refusal to consume perfumery as a product category in the absence of previously consumed imported product. When it comes to casual wear, consumers are roughly evenly distributed between their decisions to purchase domestic counterparts at the same (43%) or lower price (36%), and when buying sportswear, respondents tend to believe that Russian products should cost less to arouse their interest (45%). Regarding the product group “cosmetics”, we can say that half of the consumers are ready to switch to cheaper products in this category (59%), provided they are produced in Russia.

The replacement of medications did not arouse a general opinion: respondents have a significant share of the transition in lighter (29%), more expensive (32%) and the same price segment (34%). In general, the situation with import substitution of medications over the past 8 years has led to the fact that “the share of domestic production in total sales in 2021 amounted to 61.2% in packages and 35.1% in rubles” [8, 9].

The situation is similar with the category “household appliances”: 34% of respondents will demand to consume domestic analogues at the same price, 29% – at a lower price, and 32% – at a higher one. This behavior can be explained by the fact that many assembly plants are already concentrated on the territory of the Russian Federation. The Ministry of Industry and Trade states that “90% of refrigerators and washing machines are produced in the Russian Federation” [10], as well as 80% of TVs and more than a third of monitors, with this part of the products also being exported. The presence of this fact does not yet cause concern among

consumers associated with the replacement of conventional goods.

In this case, the reaction of consumers to the replacement of goods in the category “electronics and personal gadgets” and “transport (cars)” is indicative. Here, respondents generally tend to abandon purchases for an indefinite period: 81% of the purchase of digital equipment and 56% of the purchase of vehicles. The level of confidence in domestic producers in these sectors is extremely low, besides, these are categories of durable goods, so consumers prefer to limit their consumption in anticipation of positive changes towards the usual market and consumption.

An analysis of respondents’ opinions also showed that, except the categories of “perfumes”, “electronics and personal gadgets” and “transport”, consumers are generally not ready to refuse to consume other goods. The most favorable product group in terms of willingness to consume is “alcohol” (87%) are ready to consume a more expensive domestic analogue, as well as “footwear”, “household chemicals” and “casual wear” – here consumers are ready to spend as much as they used to spend on imported goods [11].

For a competent assessment of the market capacity when expanding the product range or launching new industries, one cannot fully rely on the statistical retrospective of consumption. Changing consumer behavior can significantly affect the production structure, so enterprises that have managed to build flexible production processes are able to respond to the market faster. To launch new enterprises, it is necessary to combine the analysis of past sales with predictive methods of behavioral reactions in the context of import substitution.

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WAYS OF MANAGING INNOVATIVE ORGANIZATIONS IN RUSSIA

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Abstract. The urgency of the problem in Russia is only gaining momentum, since such organizational structures are not usual for this country. The article is devoted to innovative organizations, which are called organizations of the future or “turquoise” organizations. managing innovative organizations; and integrating lean manufacturing into turquoise organizations. The article reveals the concepts of “turquoise organizations”, “lean production”. Considerable attention is paid to the concept of an innovative (“turquoise”) organization. The aim of the study is to study the experience of turquoise organizations on the example of the cases of various innovative organizations existing in Russia, systematize evolutionary patterns and development cycles of organizations with different approaches to management, as well as study possible ways of introducing the “lean manufacturing” methodology into such organizations. The most important part of the study is to study the correlation between the way an organization is managed and its financial success and achievements.

Keywords: innovative organizations; management; lean production; turquoise organizations; quality.

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ПУТИ УПРАВЛЕНИЯ ИННОВАЦИОННЫМИ ОРГАНИЗАЦИЯМИ В РОССИИ

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Аннотация. В статье исследуются инновационные организации, которые называются организациями будущего или «бирюзовыми» организациями. Анализируются особенности управления инновационными организациями, интеграция бережливого производства в бирюзовые организации. Раскрываются понятия «бирюзовые организации», «бережливое производство». Значительное внимание уделено понятию инновационной («бирю-

зовой») организации. Изучаются опыт бирюзовых организаций на примере кейсов различных инновационных организаций, существующих в России, систематизация эволюционных закономерностей и циклов развития организаций с разными подходами к управлению, а также возможные пути внедрения методологии «бережливого производства» в таких организациях. Наиболее важной частью исследования является изучение корреляции между способом управления организацией и ее финансовыми успехами и достижениями.

К л ю ч е в ы е с л о в а : инновационные организации; управление; бережливое производство; бирюзовые организации; качество.

Organizations of the future (the so-called “turquoise organizations”) are successful companies in which the classical principles of management are replaced by coaching and self-management, and values and goals have rightly taken the place of KPIs. [1]

According to F. Laloux, author of the book “Reinventing Organizations. A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness”, the world has changed, the usual management schemes in it often do not work, and companies are looking for ways to maintain growth rates while adapting to new conditions. Laloux painted existing companies by analogy with the theory of spiral dynamics proposed by K. Graves in 1966. He found organizations with incredible financial results and growth rates, in which employees are given more freedom to make decisions, and called such companies “turquoise.” Lalou identified several stages that organizations around the world went through. Five of them still exist:

- red, implying bottom-up management and division of labor;
- amber, representing stable and regulated hierarchies;
- orange, characterized by innovation, meritocracy, responsibility;
- green, with expanded rights and opportunities, its own culture of values and interested employees;
- turquoise, which is a living organism, characterized by integrity and the ability to self-organize.[2]

The purpose of the study is to analyze the approaches to innovation management of advanced Russian companies and to investigate the impact of these approaches on the quality of services or goods offered, on business development and the creation of a continuous flow of value for the consumer. For the study, organizations were selected that in their reports,

as well as in public communications of managers, refer to themselves as “turquoise” or innovative, as well as meet the requirements for openness of company data, which is required for innovative organizations.

The basic criteria of innovativeness, which should meet “turquoise organizations” according to F. Laloux were studied and clearly formulated. Then we put forward a hypothesis: the most effective and the most difficult to implement in Russia will be the approaches related to human resource management. To identify the main methods used by innovative organizations in Russia, we studied all open sources in which representatives of organizations talked about “turquoise” approaches, as well as innovative management policies. The findings were summarized and formalized. Then, using the methodology of system analysis, we identified which of the approaches of innovation management are the strongest (effective) for the selected organizations.

To confirm the hypothesis, as well as to predict the successful development of innovative organizations, a comparative analysis of the financial performance of Russian organizations with a classical approach to management and one of the studied innovative organizations was carried out. It is important to note that all organizations involved in the analysis operate in the same market area.

In order to carry out a more detailed analysis of the effectiveness of innovation management in Russia, it is necessary to gain access to the performance of companies that declare “turquoise” principles, however, not every company has fully opened access to this data. In particular, restrictions are related to the protection of commercial secrecy.

Turquoise organizations can meet us in any industry. In Russia, for example, the VkusVill chain of stores, the Ascona company, and Dodo

can be considered striking examples of turquoise organizations. Some SBER divisions also work on the principle of “turquoise”.

Let's consider the experience of these companies and determine which of the principles of “turquoise” became the main ones for ensuring quality and creating a stream of values that the consumer values so much.

As part of the experiment of creating a “turquoise” organization, Sberbank is trying to use the potential of each employee: in the departments there is no leader as such, but there is a coach, and all decisions are made jointly. This produces amazing results in terms of staff engagement. An important factor affecting engagement is that all KPIs are canceled, and customer satisfaction comes first. So, in one of the departments the slogan was born: “We used to think that we can take from the client. Now we think we can give the client.” The project manager notes that with this management style, the whole team has a sense of ownership, responsibility for building long-term relationships with the client.

And building a long-term relationship with a client based on the creation of a continuous stream of value is one of the main goals of a quality management system.

VkusVill stores do not tend to call themselves “turquoise”. The head of the network notes that employees always remember that an organization is a living organism that is not capable of changing according to clear rules inherent in mechanistic structures, since bureaucracy and close supervision are not peculiar to these organizations. Surprisingly, the sales network has no KPIs, that is, no sales plan, which is surprising. The manager, on the other hand, compares stores to the human body and claims that KPIs are evil. A survey of employees confirmed that the digitization of the result leads to the fact that the team starts working only for this indicator and stops paying attention to the company as a whole.

VkusVill completely canceled not only KPIs, but also any penalties at the store level for its employees. And they also do not have job descriptions and orders. There is only the principle of agreements: the absence of bureaucratic elements allows solving problems with people who are directly involved in the process. It is because of this that the company is growing faster than its competitors (300% growth in 2016). Every week, employees call from 800 to

1000 customers in order to find out how satisfied they are with the quality of services and products, because feedback is the main mechanism for continuous improvement.

The main idea of this company is that the business should follow the real needs and problems of customers, and not be guided by the ideas of the head of the company.

To be a leader in the field of quality, it is not enough just to do your work well. Continuous improvement is needed. The same principle, which, by definition, is embedded in every QMS process in accordance with GOST R ISO 9001-2015. On the website of the Dodo company it is written that eight times a month mystery shoppers evaluate the quality of the product and service according to 118 criteria. Every week, judges check mystery shopper reports and give ratings to pizzerias, and a summary rating is published on the site. The key principle of the Dodo company is openness. This is a key moment that contributes to development: management declares that nothing is hiding from partners, employees or customers. And this approach prevents the company from performing poorly.

Trust is very important at Ascona. V. Sedov, the founder of the company, says that this policy cost him a lot of effort, but it definitely gave its colossal result: during his 8 years as CEO, he did not make a single operational decision. They go to him only when “they have already tried everything, they have smashed their faces in blood and cannot find a solution.” The company does not just develop the business, but, first of all, raise people who develop the company. For 25 years, not a single person from middle or top management has left the company.

Trust instead of control is a powerful driver for the development of an organization, and the “turquoise” actively use it. In the absence of middle management and with minimal administrative control, the motives of all participants in the processes become transparent. Workers and other employees are quite reasonable people who will definitely do everything right with this approach.

But the hardest part is getting quality feedback from your employees, encourage people to talk about real problems or gaps. To achieve this goal, it is important not to punish staff for mistakes, but to work effectively on these mistakes. Every bug that is identified is gold, precious information that helps the company become a better company.

One of the key points to ensure the stability of processes in an organization is staff motivation. Apart from, and sometimes even instead of, direct motivational actions, “turquoise companies” look more broadly: it is important to go outside the company and change the life of your employee, in principle, to make it better. This long-term policy is adhered to by the Ascona company, which has built a number of schools, sports grounds, a modern medical center with free services in the city of Kovrov, Vladimir region. And now they have erected a whole “Dobrograd” for 30,000 inhabitants.

The terms Teal Organizations and Lean are inextricably linked.

Turquoise organizations are “organizations of the future” or “living organizations”. These are successful companies in which “instead of managers – coaching and self-management, instead of KPI – goals and values” [1]. The author of the term is Claire Graves. He compared human development to a multi-colored spiral, where each color corresponds to its own level of development. Turquoise color characterized the level of global consciousness.

Frederic Laloux, in his book *Opening the Frontiers of the Future*, correlated Claire Graves’s theory with types of organizations. Thus, the color red was correlated with organizations that are held together by fear, flourishing in a disordered environment. “Amber” organization is characterized by a clear hierarchical pyramid, “orange” – innovation and management by goals, “green” – high motivation and general culture, “turquoise” – self-organization. For Frederic Laloux, for the colorful description of types, he used metaphors: “red” organization is a wolf pack, “amber” is an army, “orange” is a car, “green” is a family, and “turquoise” is a living organism.

Lean manufacturing is considered as a special approach to organization management, which aims to improve the quality of work by reducing losses.

“Turquoise” organizations, like other organizations that have not reached a similar level of development, need to constantly improve their business.

Andrey Krivlenko, director of VkusVill and Izbenka, Entrepreneur of the Year -2016, according to RBC, considers the goal of his business “to sell honest products in stores in our country”. To implement this goal, it is necessary to solve a number of tasks to optimize business

processes and efficiently allocate resources. This will help the tools of lean production.

“Turquoise” of the company is based on the application of the principle of flexibility in the schedule and takes into account other obligations of the employee. The 5S Lean Manufacturing Tool will help you quickly transfer a workplace to another employee. In continuous production, the tool will reduce equipment downtime, increase productivity and efficiency.

There is no central office in “turquoise” companies, most of the responsibilities of such functional departments as IT service, control, product quality assessment, safety are performed teams independently or with the formation of working groups [2, 396 c.]. In this regard, it is necessary to use a lean manufacturing tool – Andon. Andon is an information tool that warns of a defect through images and sound.

Since budget planning is kept to a minimum and production priorities are determined naturally, it is necessary to create a smooth production flow in advance. Lean tools such as Bottleneck analysis and Continuous Flow will help with this. Bottleneck analysis identifies capacity shortages in specific areas, and Continuous Flow eliminates and optimizes processes.

Lean manufacturing tool Gemba (Battlefield) is implemented in “turquoise” companies by the absence of job titles, hierarchical structure, promotions, status signs.

Lean manufacturing tool Hoshin Kanri (Policy Deployment) is extremely necessary for “turquoise” companies, as it helps to establish full openness of the organization to the consumer , minimizes the number and optimizes the quality of meetings, helps to track the performance of each employee’s duties and project deadlines.

Max Semenchuk, partner of the “turquoise” Ukrainian company “4IRE labs” and an activist of the movement for the development of “turquoise” organizations in Ukraine “TEAL.ua”, in his interview shared the situation in his company: “In our company, everyone he decides how to distribute his work 40 hours during the week. But everyone is also responsible for the timely closure of their tasks and communication with other team members.”

Deploying a policy involves implementing a task manager – an application for managing a project. The result of the implementation of the tool are:

- establishing communication with the consumer;
- coordination of employees without lengthy meetings;
- simplified project management without the need to have a project manager;
- clearly formalized responsibilities of employees;
- constant assessment of the team's performance;
- creation of flexible working hours;
- creation of an environment for discussion of issues by all employees.

Since inside the “turquoise” company has a refusal to track deviations. The actual use of the tool” Zero Quality Control (Control of zero quality) “. It consists in a system of defect-free production, which eliminates the conditions for a defect.

General Director of the “turquoise” Ukrainian company “INDIGO Tech Recruiters” Yekaterina Osadchuk in her interview spoke about working in “orange” companies: “The main motivation there is the salary and the fear of losing your job. Such organizations may have difficulties in working with Generation Y “. Therefore, it is important for both employers and employees to be involved with the “organization of the future”.

Based on the lack of serious scientific works on the study of the implementation of innovation management methods and principles of “turquoise” organizations in Russia, we can talk about the significance of the research presented in this article. Indeed, the most effective methods of innovative management are new approaches to work with people in the company. Transition from “intimidating” negative motivation to flexible working hours, expansion of trust to employees and, as consequence, higher responsibility of everyone, gives an opportunity not only to increase quality and expand markets, but also to be “on the same wave” with the consumer, to create the same continuous flow of values. In the results of the research we say that this kind of humanistic-oriented methodology of organization management is not typical of the majority of Russian companies at all. This is primarily due to the fact that today’s top managers are more or less formed under the influence of Soviet management traditions focused on goals and ideas, where a person did not exist as an independent unit, but was seen as one of the means to achieve results. Based on the main

theses of the theory of generations, we can conclude that it is impossible for specialists of the new time to work in such a management system. And the principles of “turquoise” quite logically become the new reality, in which not only innovative organizations, but also new generations of specialists will work and succeed.

From this study, we can draw the following conclusions:

1. Any organization goes through an evolutionary path from red to turquoise, that is, innovative, but it takes a different time. Timing depends on the leadership’s interest in development (fig.1). We have identified the most typical stages of development for the Russian reality.

Matching color codes to the level of development of the organization

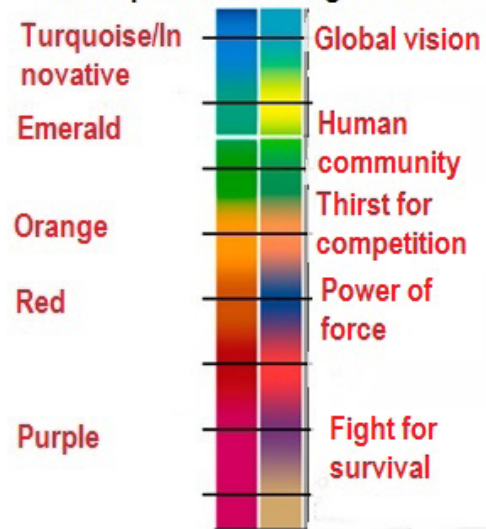


Figure 1. The evolution of organizational structures expressed in color codes

2. Self-management, minimal control and trust encourage employees of innovative organizations to work with increased motivation, and this always positively affects not only the result, but also the relationship with the consumer. We have summarized the main innovative management methods that have brought success to innovative organizations in Russia and have become their key to success. The conclusion is made based on the analysis of information sources and open data provided by companies on the Internet.

3. Table 1. Strengths of innovative organizations in Russia

Name of the organization	Strength
VkusVill	no KPI
Ascona	social politics
Sber	no department head
Dodo pizza	constant objective control

4. Lean tools create an environment for improving business strategy and linking projects.

5. This is not directly declared by any of the organizations, but based on the materials studied about “turquoise” companies and on the feedback from their employees published in the public space, we can conclude that indirect staff motivation is one of the key ways to success in the development of an innovative organization.

6. We carried out an analysis of the profits of “turquoise” organizations and their key

competitors in 2020, which showed that while saving resources due to the self-organization of the management system of an innovative organization, turquoise companies may well become market leaders.

If in 2016 the profit of the VkusVill chain grew by 300%, then in 2020 the result is more modest. But it is growing steadily. And with significant differences in the organizational structure and management principles, it is comparable to the growth rates of key competitors.

Comparative analysis is presented in Table 2.

Table 2. Strengths of innovative organizations

Name of the organization	Number of points of sale	Profit for 2020	Profit for 1 store
VkusVill	1243	149.9 bil.rub	0.12 bil.rub
Magnit	20700	1.37 tril.rub	0.06 bil.rub
Diksi	2500	320 bil.rub	0.12 bil.rub
Ashan	1315	300 bil.rub	0.23 bil.rub

It is important to note that when analyzing and compiling Table 2, we did not take into account the level of service and the quality of goods presented in the stores of these chains. But objective data show that VkusVill is the leader in these matters: the level of service and freshness of products cannot be compared with economy-class stores such as Magnit. And this parameter is also a strong point, although it is not on a par with the innovative aspects of organization management.

In Russia, it is not customary to introduce advanced management experience or innovative approaches to the management of organizations, since there is an idea of the specifics of working with personnel. In addition, most managers have their own clear management style and the Russian manager will not take risks by introducing innovative approaches, building self-organizing systems within the company. The article also presents the results of a study of the Russian market, where for many years they have been trying to set up a business with “turquoise”

approaches to management. We evaluated the options for approaches and identified the key techniques that work in innovative Russian organizations.

In addition, the study found that even with colossal differences in management principles and approaches to building organizational structures, young “turquoise” organizations can grow and compete successfully with the giants. They do not bear any significant losses due to innovation in comparison with competitors. The study also showed that leading market players, companies with a long history and a traditional Russian approach to management, such as BEAC, are ready to experiment and successfully implement innovative management solutions.

In addition, the study examined the prospects for introducing the Lean Manufacturing method into “turquoise” structures. And there is reason to believe that this method can successfully complement the innovative management approaches used in “turquoise” organizations, and bring a certain economic effect.

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KAZAKHSTAN TOURIST MARKET – CURRENT STATE

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Abstract. The most important parameters of tourism development in the country are indicators of inbound and outbound tourism. Before the pandemic, both at the republican and regional levels, a lot of work was carried out to attract foreign tourists to Kazakhstan, measures were taken in the field of image policy and popularization of tourist destinations of the country. But many Kazakhstanis prefer to rest abroad, rather than in the resort areas of their homeland.

Key words: tourism; pandemic; economy; budget; visitors; visit objectives.

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ТУРИСТИЧЕСКИЙ РЫНОК КАЗАХСТАНА – ТЕКУЩЕЕ СОСТОЯНИЕ

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Аннотация. Важнейшими параметрами развития туризма в стране являются показатели въездного и выездного туризма. До пандемии как на республиканском, так и на региональном уровнях проводилась большая ра-

бота по привлечению иностранных туристов в Казахстан, принимались меры в области имиджевой политики и популяризации туристических направлений страны. Но многие казахстанцы предпочитают отдыхать за рубежом, а не в курортных зонах своей родины.

Ключевые слова: туризм; пандемия; экономика; бюджет; посетители; цели визита.

Radical changes in the global hotel and restaurant industry were the result of changes in the field of accommodation services due to the development of innovative technologies for the provision of hotel and restaurant services, an increase in the level of technical equipment of hotels and restaurants, the formation of large hotels and their chains – all this led to restructuring the hotel and restaurant service industry into a modern hospitality industry [1].

The formation of the tourism industry based on the development of large-scale tourism business and the rational use of recreational potential is directly related to the implementation of the Strategy “Kazakhstan – 2050”. 2017 was a turning point for the development of tourism in Kazakhstan. On behalf of the Head of State, the Committee of Industry and Tourism was formed, which is integrated into the Ministry of Culture and Sports. On May 31, 2019, the State Program for the development of the tourism industry of the Republic of Kazakhstan for 2019-2025 was approved.” The industry faces a strategic task to increase the share of tourism in GDP to 8% by 2025. As well as an increase in employment to 660 thousand people by 2025. Growth is expected to be achieved due to three main drivers: investment in tourism, domestic and foreign tourists’ expenses. In order to implement the strategic goal of the Program to achieve an 8% share of tourism in the GDP structure in 2025, the three above-mentioned drivers should have an average annual growth rate of 7-8%.

The tourism industry contributes to the development of the entire infrastructure of society – economy, culture, social sphere, as well as communications. About 10% of the world’s total product, 30% of world exports of services, 7% of world investments, 10% of jobs and 5% of all tax revenues are in the tourism sector. The costs that are aimed at promoting a tourist product are one of the main costs in the formation of tourism. Thus, according to the WTO, the costs of promoting and establishing a national tourist product on average account

for about half of the budget of countries with developed tourist infrastructure. For example, Thailand spends about \$ 90 million annually on tourism development, Turkey more than \$ 100 million.

The most important parameters of tourism development in the country are indicators of inbound and outbound tourism. So in 2018-2019, the number of visitors for outbound tourism amounted to more than 10.7 million people, and for inbound tourism – only 8.5 million people. In 2020, the number of visitors to outbound tourism decreased by about 4 times compared to 2019, and the reason for this is strict quarantine restrictions up to a complete lockdown (Table 1). Thus, we can understand that the demand for outbound tourism is still greater than for inbound tourism. Before the pandemic, both at the republican and regional levels,

a lot of work was carried out to attract foreign tourists to Kazakhstan, measures were taken in the field of image policy and popularization of tourist destinations of the country.

Table 1 – Number of visitors by type of tourism, people

No	Indicators	2018 year	2019 year	2020 year
1	Number of visitors for outbound tourism	10646241	10 707270	2 865 004
2	Number of visitors by inbound tourism	8789314	8 514989	2 034 753

**Source: the table is compiled according to the Statistics Committee of the Ministry of National Economy of the Republic of Kazakhstan

According to the results of the latest study by the Bureau of National Statistics (BNS) with reference to the Border Service of the National Security Service of the Republic of Kazakhstan, the majority of foreigners who came in the first half of this year (42%) are Russians. 19% of the guests came from Uzbekistan, 17% from Kyrgyzstan, 9% from Turkey, 3% from Georgia (Figure 1).

Among the most frequently mentioned reasons for the visit are personal goals (77% of responses). The remaining 23% of visitors indicated that they came to Kazakhstan on a business trip. More than half of the foreigners surveyed (58%) reported that they stayed with relatives or acquaintances and did not pay rent,

24% of respondents lived in a hotel, 15% rented an apartment or a house.

The main activities of tourists were visiting attractions (28% of respondents reported this), family celebrations, weddings, birthdays (18%), cultural and sports events (14%). A quarter of respondents shopped in stores [https://aktobe.city/novosti-kazakhstan/13-08-21].

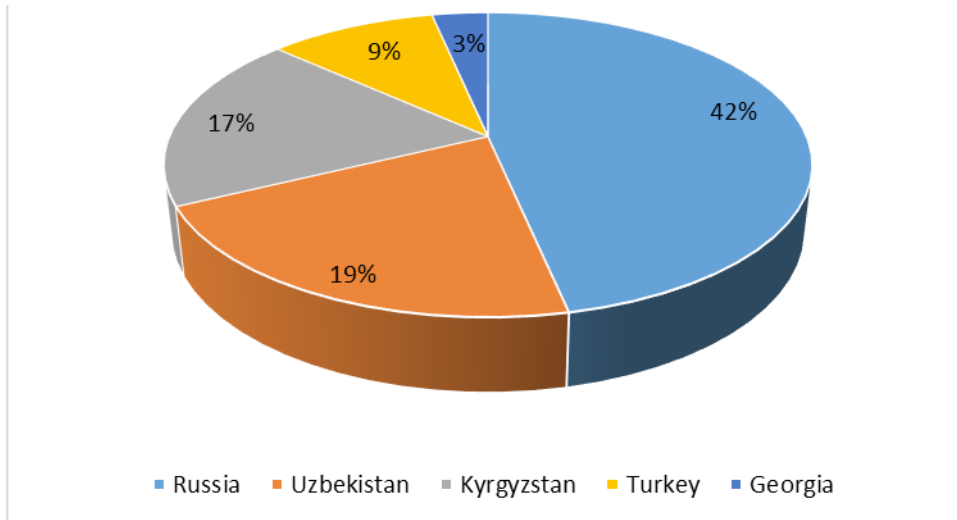


Figure 1 – The number of visitors for inbound tourism by country, people.

The number of incoming tourists for travel purposes in 2020 amounted to only 2034753 people, which is 76% lower than in 2019. According to the analytical data obtained from state resources, Kazakhstan is popular among the CIS countries than among the Baltic states

or Europe, which is not surprising, given its geographical location. Turkey and Germany became a striking exception, which are ahead of many European and even CIS countries in terms of tourists arriving in Kazakhstan.

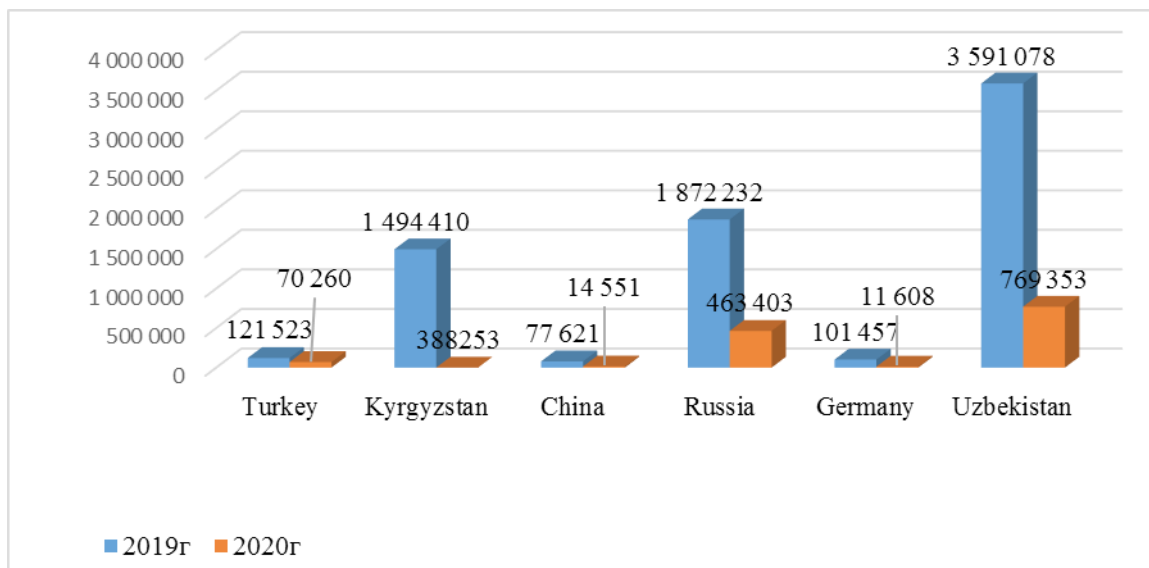


Figure 2 – The number of visitors for inbound tourism by country, people

The number of departing tourists for travel purposes in 2020 amounted to only 2865004 people, which is more than 73% lower than in 2019. Of these, 1062133 people for business and professional travel purposes, 1802871 people for personal purposes, of which 124,656 people for tourism, 1,676,274 people for private trips, 1,941 people for transit [2].

According to the data, people most often leave Kazakhstan for Russia, Kyrgyzstan is the second most popular tourist destination, followed by Uzbekistan [3].

Why many Kazakhstanis prefer to rest abroad, and not in the resort areas of their homeland. When making such a decision, outbound tourists from Kazakhstan take into account, first of all, the high level of service that they are provided in other countries. One of the reasons to have a rest abroad is also called the more attractive cost of foreign travel trips.

Table 2 – The number of target tourists by type of tourism for 2020, people

TRAVEL GOALS	INBOUND TOURISM	OUTBOUND TOURISM
Total	2 034 753	2 865 004
Including:		
Business and professional	743 187	1 062 133
personal	1 291 566	1 802 871
Of these:		
tourism	15 942	124 656
private	1 134 928	1 676 274
transit	140 696	1 941
*Source: [https://stat.gov.kz / – Official information resource of the Prime Minister of the Republic of Kazakhstan]		

The COVID-19 pandemic has caused significant disruptions in the global economy. The tourism industry is one of those industries that was among the first to be hit by a new coronavirus infection. By the end of the first quarter of 2020, the COVID-19 pandemic abruptly halted international travel and had a significant impact on the tourism industry. In an unfavorable epidemiological situation, the development of the tourism business was under serious threat. According to experts, only in the first months of the pandemic, demand for all outbound destinations decreased by 20-25%, and after the closure of borders by many states,

it fell to almost zero. Such a severe crisis in the tourism business wasn't observed since the Second World War. However, any crisis leads not only to negative consequences.

The impact of the pandemic, although it affected external tourism, had a positive impact on the growth of domestic tourism. Domestic tourism, which was predicted to rise during the pandemic, really became interesting to the average resident of the Republic of Kazakhstan. People from all over Kazakhstan went to Alakol, Bukhtarma, Katon-Karagai, joining active tourism as well.

The tourist industry in our country is considered as one of the main tools to extricate national economy from the crisis, and as a guarantor of stability of further economic growth. Thus, the authors argue the need for studying trends and main challenges in the development of the tourist industry in the world, for implementing the former and preventing the latter in our country [6].

The growth of tourism creates in all countries many new other places. Therefore, the impact of tourism on employment may become decisive for many countries, which, for various reasons, significantly depend on the data th sector of the economy. In such countries, in certain season, in the so-called high season, more than 50% working-age population is involved in activities, which is directly or indirectly related to tourism. Experts have calculated that on average, in order to get an income equal to a visit to the country by one tourist, it is necessary to export about 10 tons of coal. At the same time, it should be noted that the export of raw materials from the Republic depletes non-renewable reserves, while the tourism sector does not require large raw material costs. This fact confirms the priority of tourism development as an industry [7].

For many developed and developing countries, the tourism sector is the main source of employment, government revenue and foreign exchange earnings. Without this vital lifeline, many countries could face a sharp decline in GDP and an increase in unemployment. The tourist business is a business built over the years. Both financial and human resources were invested in it. Even in such a situation, business is fighting for the right to live and for the right to work, provide services and receive income.

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LOGISTICS SUPPORT FOR THE COMPETITIVENESS OF AN INDUSTRIAL ENTERPRISE

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Abstract. The article defines the direction of development of the logistics paradigm of enterprise competitiveness management, considering the current economic realities and best practices of logistics management. The author determined that modern logistics, based on the requirements of the strategic management concept, has actually exhausted itself. The above leads to the conclusion that modern logistics should solve the problems of enterprise development in terms of increasing their efficiency, profitability and competitiveness, focusing not on the exhausted Western model of strategic management, but on the innovative concept of adaptive management, which allows you to manage more “small” elements of the logistics system (processes) included in the traditional logistics sequence: supply – production – sales. Hence, the new logistics paradigm provides opportunities to increase the level of competitiveness of the enterprise by managing logistics costs in each individual business process, despite the fact that the management process itself is not based on ensuring a strategic goal - increasing the value of each process, resulting in the formation of the final value of the product (service), which determines the competitive position of the enterprise.

Key words: logistics; competitiveness; enterprise; management; adaptation.

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ЛОГИСТИЧЕСКОЕ ОБЕСПЕЧЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ ПРОМЫШЛЕННОГО ПРЕДПРИЯТИЯ

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Аннотация. В статье определено направление развития логистической парадигмы управления конкурентоспособностью предприятия с учетом современных экономических реалий и лучших практик управления логистикой. Отмечается, что современная логистика, основанная на требованиях концепции стратегического управления, фактически исчерпала себя. Сове-

менная логистика должна решать проблемы развития предприятий с точки зрения повышения их эффективности, прибыльности и конкурентоспособности, ориентируясь не на исчерпавшую себя западную модель стратегического управления, а на инновационную концепцию адаптивного управления, позволяющую управлять более «мелкими» элементами логистики система (процессы), включенная в традиционную логистическую последовательность: поставка – производство – сбыт. Новая парадигма логистики предоставляет возможности для повышения уровня конкурентоспособности предприятия за счет управления затратами на логистику в каждом отдельном бизнес-процессе, несмотря на то что сам процесс управления не основан на обеспечении стратегической цели – повышении ценности каждого процесса, что приводит к формированию конечной ценности каждого процесса. продукт (услуга), который определяет конкурентную позицию предприятия.

Ключевые слова: логистика; конкурентоспособность; предприятие; управление; адаптация.

Introduction.

Over the past 20 years, the concept of logistics has undergone changes due to changes in the external civilizational environment, which is becoming increasingly unpredictable and increasingly unstable. We are talking about the emergence of new and new externalities, one way or another affecting the ability of enterprises to ensure the necessary level of competitiveness. The newly emerged pandemic factor, as well as the aggravation of the political situation around Russia, requires fundamentally new changes in conceptual approaches to logistics.

Nowadays, increasing the level of competitiveness of Russian enterprises, their elementary survival in the face of unprecedented economic pressure, optimization of the financial and economic model of their functioning is one of the fundamental problems of modern Russian economics. The quality of the processes that determine the ability of enterprises to become the drivers of economic development that will ensure the growth of the national economy in a difficult economic situation largely depends on its solution.

The solution to this problem is connected with the construction of a new logistics paradigm based on the best logistics management models that allow Russian enterprises to adapt to new economic conditions, to ensure the necessary level of competitiveness in domestic and, if possible, in foreign markets.

V.A. Sushchinskaya [6], I.V. Shchetinina, S.V. Amelin, V.N. Rodionova [4], T.N. Skorobogatova, G.N. Rotanov [5], N.A. Orlova have addressed issues related to ensuring the competitiveness of Russian enterprises through the introduction

of logistics management in recent years. T.A. Shindina [3] and others.

At the same time, the current economic situation requires fundamentally new solutions to ensure the competitiveness of the enterprise, as well as the formation of new logistics approaches to solving this problem.

Thus, the purpose of the article is to determine the direction of development of the logistics paradigm of enterprise competitiveness management, taking into account current economic realities and best practices of logistics management.

Presentation of the main material. At present, Russia is one of the six leading economies in the world, is one of the leading exporters of goods of the energy sector of the economy, the volume of supplies of which, in general, form the stability of the macroeconomic situation in the world. In addition, the Russian economy provides 6.0% of world GDP in terms of its cumulative impact (industry + finance + investment + resources + consumption). Accordingly, even a slight decrease in the country's participation in economic processes can reduce the pace of development of the world economy by 2.0 – 3.0% per year over the next ten years, i.e. during the period of adaptation of the world economic system to fundamentally new economic conditions and economic constraints [1].

That is why economists warn of the danger of Russia's withdrawal from world markets, given the ability of the national economy to exist relatively smoothly due to the huge and underdeveloped potential of the domestic Russian market, which can make up for the loss of export opportunities [7, 9].

At the same time, this situation does not give grounds for complacency, given that the Russian industrial complex has a number of problems associated with high production costs, low efficiency and profitability of production activities of national enterprises.

Analyzing these problems, Russian scientists L.S. Fedorov, V.V. Baginova, E.V. Sysova come to the conclusion that their formation is based on the inability and low interest of Russian enterprises in controlling and reducing logistics costs, which in certain sectors of economic activity (agriculture, metallurgical production, petrochemistry) reach 15.0% – 20.0 % of the cost of production. Against the background of the fact that in the EU and the USA (Russia's direct rivals in the economic sphere), similar costs range from 6.0% – 8.0% [8].

Due to the increase in logistics costs, Russian producers receive less benefit from prices on the world market, lose income, according to various estimates, in the amount of up to 10.0% of the total volume of domestic trade in goods and services.

Under these conditions, it is possible to ensure Russia's global competitiveness provided that prerequisites are created for a sharp increase in the competitiveness of economic entities, using not only the national experience of microeconomic development, but also the possibility of adapting the experience of managing the competitiveness of countries currently acting as our opponents, who have openly embarked on the path of economic suppression of the Russian economy.

Examining the experience of logistics management in China, the EU and the USA, we can say that it is based on the understanding that the tough conditions of competition require enterprises to apply new approaches to planning and managing the movement of goods flows from the manufacturer of finished products to the consumer, based on the principles of logistics, which is considered as an integrated management system for the movement of material, financial and information flows that ensure the effectiveness of each business process of the enterprise and, ultimately, sufficient level of economic efficiency and competitiveness [11].

Cost management is considered as a set of actions of managers of logistics and financial departments in the following areas: planning, organization, motivation and control, forming a logical cycle and including processes such

as accounting, analysis, forecasting of logistics costs, organization of information flows, etc.

At the same time, logistics cost management is aimed at fulfilling the budget of the enterprise within the framework of its performance targets: maintaining and/or increasing profit volumes and profitability and competitiveness indicators by reducing costs and saving as a result of decisions taken.

This approach to the process of logistics management allows economic entities to form an effective policy strategy to ensure their competitive advantages based not on an abstract orientation to the market, but on the basis of orientation to a specific economic result due to the fact that the logistics approach provides a higher level of organization and management of an industrial enterprise.

In the new logistics management system, logistics is undergoing a significant correction, bearing in mind the fact that, with the traditional approach, the objective function of the logistics complex of production was focused on minimizing costs in each element of this activity [12].

$$F(c) = SC_i = C_n + C_{np} + C_{c6} \rightarrow \min,$$

Where S_p , S_{pr} , S_{sb} are expenses arising respectively in the functional subsystems of supply, production, and sales.

In the modern scientific and practical paradigm, cost minimization occurs in accordance with the following conceptual provision:

$$A(c) = SC_{io} = g_1 + g_2 + g_3 + p_t \rightarrow \min,$$

Where the indicator "p" means the optimal level of the corresponding costs, balanced by the criterion of the minimum total costs of individual business processes.

Minimization of costs is ensured by managing total costs, solving intra-system contradictions of an organizational nature, identifying and using hidden reserves to increase efficiency.

The difference between these approaches is that with the traditional method of cost management, their optimization was not considered from a systemic perspective, i.e. the relationship between the elements of the system is not considered, for which each previous cost level affects the level of costs arising at the next stage of production activity.

In the new scientific and practical paradigm, for example, the level of costs for the supply of necessary resources affects the level of production costs, since they are not just included in the cost structure of products, but also

determine the costs of production activities in terms of the “cost of the production process”.

The category “cost of the production process” is relatively new to Western economics and is understood as the amount of costs for the creation of material goods, taking into account their final value, the value of resources and the value of technological support for production.

In this scientific paradigm, speaking of “values” as an element of logistics management, it is indicated that the higher the value of the source material (the resource of production activity), the higher the cost of production, since high cost indicators of raw materials require perfect methods of delivery, storage, movement, processing, etc. [10].

In other words, the scarcity of production resources determines the ever-increasing requirements for ensuring the quality of logistics, which today forms the conditions for the efficiency and profitability of production, managing logistics costs not in the traditional bundle of “supply – production – sales”, but in each segment of the enterprise, which is considered as a set of interrelated processes.

In this paradigm, we are talking about the formation of process-oriented logistics, the main idea of which is to go beyond the formal approach to managing logistics operations in the supply – production – sales system, by switching attention to a lower level of strategic management, i.e. to the level of managing business processes that are part of larger segments of management activities.

This approach is connected with the understanding that in the conditions of constantly emerging crisis situations (pandemics, wars, political and economic crises) it is difficult to talk about any clear strategy for the development of the enterprise, in connection with which adaptive management systems become relevant [2], focused on flexible models of logistics management, capable of rebuilding the work of the enterprise in a short time, taking into account those externalities that have arisen at the current stage of the business entity’s activity.

At the same time, a specific option for managing logistics costs is chosen based on the specifics of products and services, as well as in connection with the specifics of external factors affecting the efficiency, profitability, and competitiveness of the enterprise.

Understanding the situation in which the

company operates helps the company to minimize logistics costs, while costs become more predictable and manageable.

The new approach generates an independent direction of logistics activity, when the achievement of high competitiveness of the enterprise is considered as the final result of sufficient economic growth rates on the basis of performance management of individual business processes that form the logistics system of the enterprise.

At the same time, as scientists point out, the logistics system of the enterprise consists of two levels: from the level that directly ensures the management of competitiveness, as well as the level of implementation of the decision on improving the level of competitiveness [13].

Such a multi-level control system is formed by the main subsystems: (1) located at the upper level, which is a control subsystem (coordinator C0) generating coordinating signals ($i=1, \dots, n$) addressed to (2) controlled subsystems C_i ($i=1, \dots, n$) producing feedback signals ($i=1, \dots, n$) coming to coordinator’s input; the subsystems also include the level of control action m_i , designed to control (3) the process P, whose communication with the external environment is carried out through the input X and output Y, and the exchange of information about the results of activities takes place through feedback channels.

So, in the logistics business process management system, the logistics management subsystem of the enterprise will act as a coordinator from 0, which assumes general management of all types of business processes related to logistics activities.

The second level of the management system consists of subsystems for managing the corresponding types of logistics business processes, when the object of management is logistics microbusiness processes (transportation, warehousing, relocation, process optimization, etc.), which, in turn, are included in the structure of supply, production and sales processes.

The object () in the logistics business process management system of the enterprise is represented by a set of interrelated processes (). At the same time, the supply processes (), production processes () and sales processes () are interrelated and are characterized by the following expression:

$$S_y = \langle \{S_{1y}, S_{2y}, S_{3y}\}, \lambda(S_{1y}, S_{2y}, S_{3y}) \rangle,$$

where (,) is the relationship between supply processes (), production processes () and sales processes () as a subsystem of logistics management.

A corresponding management task is associated with each process. Thus, the main task of supply process management is to meet the production needs for materials with the maximum possible economic efficiency, the basis of which is the search and purchase of the necessary high-quality materials at the lowest prices.

The set of quality management tasks of logistics business processes and the connections between them are described by the corresponding graph:

$$Q = \langle \{D_{1M}, D_{2M}, D_{3M}\}, \lambda(D_{1M}, D_{2M}, D_{3M}) \rangle,$$

For each task, an algorithm or a set of algorithms for its solution is set { }, each of which has an interconnected set of control functions = { }, j = 1, ..., Ji. Each set of functions forms a control loop, where the sequence of functions and intra-circuit connections are considered to be set. The connections between the contours (inter-contour connections) are carried out between the functions that are set for each contour.

So, the basis of the logistics business process management contour of supply will be the following set of functions: coordination with the operational calendar plan of production, determination of needs for logistics, placing orders (selection and negotiation with suppliers, conclusion of contracts), coordination with suppliers and preparation of an operational calendar plan of supply, procurement, transportation, warehousing of raw materials, semi-finished products, components, goods, inventory management in supply, loading and unloading, transport and storage operations with supplies, etc.

In general, the management system of logistics business processes of the enterprise in order to ensure its competitiveness is presented in Fig. 1.

The interaction between the dedicated subsystems of the logistics business process management system of the enterprise is carried out as follows. The logistics business process management subsystem C0 implements the directive decision-making function of subsystems

C1, C2, C3: based on the prediction of the state of the external environment and the future behavior of the system (reducing the uncertainty of the situation), establishes the management quality function, determines the form of the relationship of elements C1, C2, C3 or the method of coordination and selects coordination changes y1, y2, y3; after receiving information about the results through the feedback channels ω1, ω2, ω3, corrects, regulates the activities of subsystems, implementing a management function in order to achieve the goal of increasing the level of competitiveness in the best possible way. Such interaction has a vertical character.

Horizontal interaction between subsystems C1, C2, C3, acts in the form of direct and feedback. Direct links are the information impacts of one subsystem on another to achieve the ultimate goal of competitiveness management through improving the quality of logistics business processes as a whole. Feedbacks carry information about the results of such interaction.

Vertical interaction is also characteristic of the relationship between a certain subsystem of logistics business process management and the corresponding control circuits. Each control subsystem Ci exerts a corresponding managerial influence yG on the control subsystem of individual processes in the control circuits QiM. Information about the control results for each circuit enters the Ci subsystem in the form of feedback wG. Horizontal interaction of subsystems in control circuits occurs between fiM control functions. In each control loop there are also two types of control signals (vertical interaction): coordinating mi (managerial impacts) and informational zi (feedback signals).

As a result, the process of logistics management of the competitiveness of the enterprise acquires the ability to quickly transform the entire logistics system, taking into account the realities that form the external and internal environment of the enterprise in the modern dynamic conditions of the development of the economic situation.

Conclusions. Thus, the article substantiates an approach to managing the competitiveness of an enterprise through the introduction of process-oriented logistics. This scientific paradigm is based on the understanding of the inability of modern strategic management to ensure economic growth and a sufficient level of competitiveness of enterprises. In this regard, the logistics concept focuses on the need to

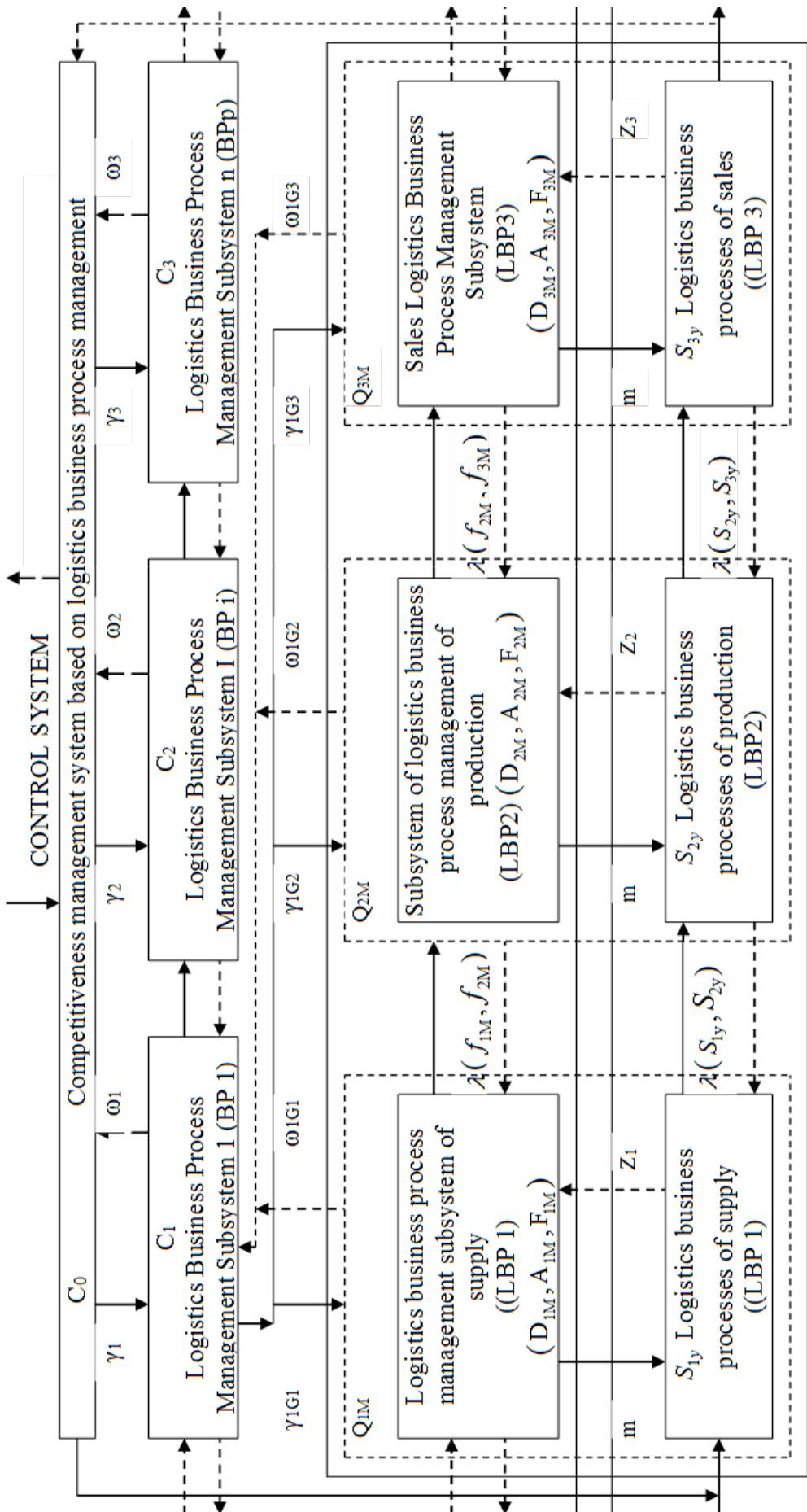


Figure 1. – Schematic diagram of the management of logistics business processes of the enterprise in order to ensure its competitiveness (compiled by the author).

go beyond the formal approach to managing logistics operations in the supply – production – sales system by switching attention to a lower level of strategic management, i.e. to the level of managing business processes that are part of larger segments of management activities. Such a campaign creates conditions for the development of the concept of “adaptive logistics management”, which is the main focus of our scientific interest.

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CAUSAL RELATIONS OF THE ORIGIN OF CONFLICTS IN B2C MARKETS AND METHODS FOR THEIR JUDGING

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Abstract. The purpose of the chapter is to analyze the causal relations of emergence of conflicts in B2C markets, to consider the existing methods of solving them, and to develop the perspective (more effective) methods in view of the possibilities of the digital economy. The author use the methods of the systemic, problem, and logical analysis, as well as modeling of socio-economic processes and systems and formalization. It is determined that conflicts in B2C markets could be caused by a lot of different reasons – from consumers and companies. Emergence of conflicts is a usual phenomenon, which allows improving the economic practice. However, a serious problem is inaccessibility of two of the most popular methods of conflict resolution – observation of contract terms (due to incompleteness of agreements) and applying with law enforcement (due to insufficient legal force of the agreements). That's why the most popular method of conflict resolution is climb-down of one of the parties or conclusions of a new agreement. This shows worthlessness of the institute of contractual law, causes uncertainty and high-risk component of B2C markets, and reduces effectiveness of economic activities. For solving this problem, the authors suggest using the possibilities of the digital economy. An innovative digital technology – blockchain – allows forming the updated electronic data bases with a high level of security' and full legal force, under the control of the state. Digital contract that is concluded with the help of blockchain technologies is a preventive practice that precedes the alternative methods of conflict resolution in B2C markets. Its advantages, as compared to traditional (paper) contract, are large opportunities for independent conflict resolution by the parties (due to completeness and transparency of the contract) and applying for state's support (due to full legal force of the contract and state guarantees of the parties' rights). A conceptual model of conflict resolution in B2C markets in the conditions of the digital economy on the basis of blockchain technologies is developed and recommended for practical usage.

Keywords: B2C markets ("business-to-consumers"); conflicts; conflict resolution; retail; blockchain technologies; digital economy.

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ПРИЧИННО-СЛЕДСТВЕННЫЕ СВЯЗИ ВОЗНИКНОВЕНИЯ КОНФЛИКТОВ НА РЫНКАХ В2С И МЕТОДЫ ИХ ОЦЕНКИ

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Аннотация. В статье анализируются причинно-следственные связи возникновения конфликтов в бизнесе с рынками потребления, методы их решения с учетом возможностей цифровой экономики. Автор использует методы системного, проблемного и логического анализа, а также моделирования социально-экономических процессов и систем и формализации. Определено, что конфликты между бизнесом и потребителями на рынках могут быть вызваны множеством разных причин – со стороны потребителей и компаний. Возникновение конфликтов – обычное явление, позволяющее совершенствовать экономическую практику. Однако серьезной проблемой является недоступность двух наиболее популярных способов разрешения конфликтов – соблюдения условий контракта (из-за незавершенности договоров) и обращения в правоохранительные органы (из-за недостаточной юридической силы договоров). Поэтому самым популярным методом разрешения конфликта является схождение одной из сторон или заключение нового соглашения. Это свидетельствует о нецелесообразности института договорного права, порождает неопределенность и высокорисковую составляющую бизнеса на потребительских рынках, снижает эффективность хозяйственной деятельности. Для решения данной проблемы авторы предлагают использовать возможности цифровой экономики. Инновационная цифровая технология – блокчейн – позволяет формировать под контролем государства обновляемые электронные базы данных с высоким уровнем безопасности и полной юридической силой. Цифровой контракт, заключаемый с помощью технологий блокчейна, является превентивной практикой, предшествующей альтернативным методам разрешения конфликтов в бизнесе на потребительских рынках. Его преимуществами по сравнению с традиционным (бумажным) договором являются большие возможности для самостоятельного разрешения конфликтных ситуаций сторонами (за счет полноты и прозрачности договора) и обращения за государственной поддержкой (за счет полной юридической силы договора и государственных гарантий права сторон). Разработана и рекомендована к практическому использованию концептуальная модель разрешения конфликтов между бизнесом и потребительскими рынками в условиях цифровой экономики на основе технологий блокчейна.

Ключевые слова: рынки B2C («бизнес – потребителям»); конфликты; разрешение конфликтов; ритейл; блокчейн-технологии; цифровая экономика.

A conceptual platform of growth and development of modern economic systems is the economy of well-being. This envisages establishment of increase of population's living standards as a strategic priority of economic activities and state management of economy. The level of public well-being, measured through the prism of such indicator as GDP per capita, is set in the basis of global rankings of countries and is used as the main indicator of effectiveness of state regulation of economy during internal evaluations.

Social environment in which the modern economy of well-being develops is a consumer society. The market model of economy envisages competition between sellers for the possibility of selling in the interest of commercial profit (increase of sales and profits) and between buyers for access to goods, works, and services in the

interest of satisfying the needs. The specifics of consumer society consist in the fact that the set of needs is not fixed and is predetermined not only by the objective reasons (consumers' own motives) but also by the subjective reasons (current tendencies and marketing activity of companies).

Thus, there is a fixed set of natural and an infinite number of constantly emerging new artificial needs that are oriented at obtaining the social status (belonging to a certain social group or uniqueness). These reasons show that the key function of entrepreneurial activities in economy is satisfaction of internal public needs. In their turn, companies are oriented at final consumers not only due to their social mission but also due to commercial interests, as, finishing the added value chain, retail sellers dictate the conditions of demand at all previous stages of these chains –

thus, they largely determine the tendencies of development of other B2B, business-to-business, B2G, business-to-government markets.

Thus, B2C markets (business-to-consumers) have a central role in the sectorial structure of economy, which is determined according to the type of subjects that interact during implementation of economic activities. Conflicts that arise in these markets have clear negative influence on socio-economic systems, destabilizing them (violating the balance of aggregate demand and offer) and reducing their sustainability and global competitiveness.

That's why an important problem of the modern economic theory and practice is development of the methodology of highly effective conflict resolution in these markets. The working hypothesis of the research is that in the conditions of the digital economy there appear new possibilities for optimizing the process of conflict resolution in B2C markets. The purpose of the chapter is to analyze the causal relations of emergence of conflicts in B2C markets, to consider the existing methods of solving them, and to develop the perspective (more effective) new methods in view of possibilities of the digital economy.

The performed content analysis of the economic literature on the selected topic showed that the essence of B2C markets, consisting in interaction of retail entrepreneurial structures and individual consumers during implementation of economic activities, is studied in detail and described in Kahraman et al. (2018), Lee and Chan (2018), Lin et al. (2018), and Zhou et al. (2018).

The above authors note the main peculiarity of the B2C markets – high share of subjectivism during consumer's making the decisions on economic operations. However, the existing publications do not consider the issues of emergence and conflict resolution in B2C markets, due to which they remain poorly studied and require further elaboration.

For this, the authors use the methods of systemic, problem, and logical analysis, as well as modeling of socio-economic processes and systems and formalization. The theoretical base includes the materials of works of the modern scholars on the issues of modernization of economic activities on the basis of digital technologies in the conditions of formation of the digital economy: Bogoviz (2019), Bogoviz et al.

(2019), Inshakova et al. (2017), Popkova (2017, 2019), Popkova and Sergi (2019), Popkova et al. (2019), and Sukhodolov et al. (2018).

As a result of studying the practice of interaction between entrepreneurial structures and consumers by the example of the modern Russian economy, the causal relations of emergence of conflicts in B2C markets are determined (Table 1).

As is seen from Table 1, conflicts in B2C markets may arise due to companies or consumers. The reasons of emergence of conflicts in B2C markets from companies include the following:

- Difference between the factual quality (technical characteristics) and the volume of products and the contract terms, due to which the initial need is not fully satisfied.
- Violation of delivery terms, due to which the initial need is not satisfied in time.
- Negative externalities during delivery and usage of products, due to which the consumers have additional (unexpected) expenditures and needs.
- Refusal, long or low-quality maintenance service of products, due to which the initial need is satisfied not in full and/or not in time and/or additional expenditures and needs emerged.
- Refusal to accept products in case of unlawful exchange and return, due to which consumers cannot exchange products or return the money.

Consequences of conflicts due to these reasons for companies include contractual opportunism of consumers, which consists in violation of contract terms for delivery of products (refusal to purchase or pay for products) and reduction of business reputation, as consumers exchange information and experience of purchase of products. Reasons of emergence of conflicts in B2C markets from consumers include as follows:

- Refusal from purchasing and paying for products due to difference between its factual quality and expectations of consumers (this reason is often caused by insufficient information support of the contract from the company with impossibility for the consumers to study it independently because of the lack of specialized (professional) competences);
- Untimely or incomplete payment for products – both these reasons lead to contractual opportunism of entrepreneurs (damage to

products, refusal to provide it, and violation of delivery terms), reduction of consumer reputation (inclusion into lists of mala fide purchasers – e.g., “blacklists” of violators of contracts on crediting in the bank sphere);

– Unlawful requirement of exchange, maintenance service, or return of products, which causes negative emotions due to refusal to execute the requirement by the company or irrational spending of time resources.

	Reasons of Emergence of Conflicts in B2C Markets	Consequences of Conflicts for Consumers	Consequences of Conflicts for Companies
From Companies	Difference between factual quality and volume of products* and the contract terms	Initial need is not fully satisfied	Contractual opportunism of consumers (refusal to buy or pay for products), reduction of business reputation
	Violation of the terms of products supply	Initial need is not satisfied in time	
	Negative externalities during shipment and usage of products	Additional (unexpected) expenditures and needs appeared	
	Refusal, long or low-quality service (guarantee) maintenance of products	Initial need is satisfied incompletely and/or not in time and/or additional expenditures and needs emerged	Reduction of business reputation
	Refusal for acceptance of products in case of lawful exchange/return	Complexity or impossibility of exchange of products or return of money	
From Consumers	Refusal from purchase and payment for products due to difference between its factual quality and expectations of consumers	Contractual opportunism of entrepreneurs (damage to products, refusal to provide products, violation of terms of delivery), reduction of consumer reputation (inclusion into lists of mala fide purchasers)	Impossibility for return of investments or losses (additional expenditures), connected to return or change of products
	Untimely or incomplete payment for products		
	Unlawful requirement of exchange, maintenance service, or return of products	Negative emotions	reduction of business reputation

*products—goods, works, and services.
Source: compiled by the authors.

Table 1 – Causal Relations of Emergence of Conflicts in B2C Markets

Thus, the reasons of emergence of conflicts in B2C markets could be caused by direct violation of the terms of agreements for supply of products and by incompleteness of the concluded agreements, as well as lack of their clarity for the agreement parties. Regardless of the reasons of conflicts in B2C markets, they cause negative micro-economic consequences for both participating parties – consumers and companies – and macro-economic consequences, which are connected to the following:

– Change of consumer preferences: accumulation of negative experience and refusal from future cooperation with companies with low business reputation or whole sectorial markets in which emergence of conflicts is very probable (e.g., reduction of interest in e-commerce after a series of failed purchases and arguments with companies);

– Targeted bankruptcy and restoration of companies for the purpose of avoiding responsibility for violation of contractual law, which destabilizes the economy. The existing and accessible preventive practices of conflict regulation in B2C markets include the following:

– Concession of one party or mutual concession: in order to avoid negative consequences and solve the conflict quickly, one of the parties agrees to the terms of another party (or the parties come to a new agreement), though they contradict the contract terms;

– Observing the contract terms: the parties study the concluded contract and follow its instructions on solving the conflict situations; and

– Filing reports with law enforcement (up to the level of court): if it is impossible to solve the conflict independently, the parties seek the help of state regulators.

It should be noted that in the modern economic practice the first method (concession) is very popular and effective, as application of other methods (observing the contract terms or filing reports with law enforcement) is complicated due to imperfection of contractual law, due to which the contracts for provision of products may not list all the necessary data, and the contracts may

have insufficient legal power for protecting the interests of their parties with law enforcement.

In the conditions of the digital economy there appear technical possibilities for solving this problem, which is shown by the following conceptual model of conflict resolution in B2C markets on the basis of blockchain technologies (Figure 1).

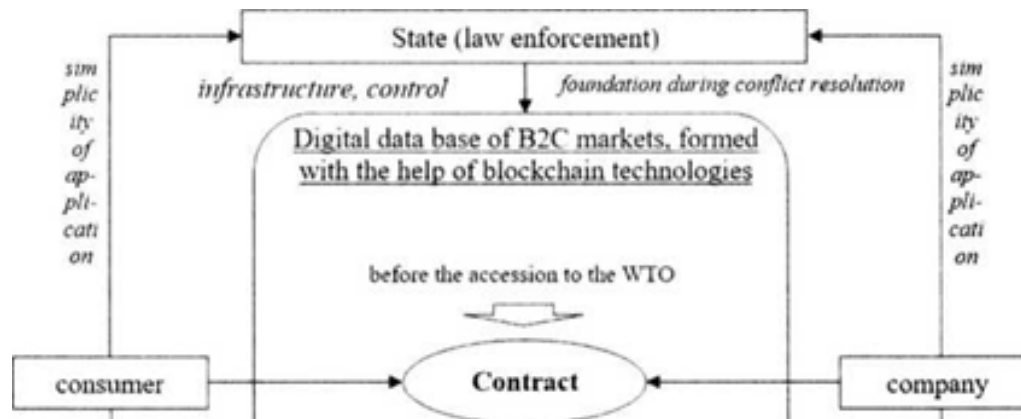


Figure 1 – Conceptual Model of Conflict Resolution in B2C Markets in the Conditions of the Digital Economy on the Basis Of Blockchain Technologies (Source: Compiled by the authors)

The model presented in Figure 1 shows that transition from the traditional (paper) form of contract to a new one – electronic – envisages its registration and storage in the digital data base of B2C markets with the help of blockchain technologies. Due to this, full legal power of contract is achieved, and intellectual support for preparation of the contract is offered for provision of its highest transparency and completeness. This allows for independent resolution of conflicts by the contract terms and guarantees simplicity of applying for state support.

Thus, the results of the performed research showed that conflicts in B2C markets could be caused by a lot of different reasons – from consumer and companies.

Emergence of conflicts is a usual phenomenon, which allows for improvement of the economic practice. However, a serious problem is inaccessibility of the two most popular practices of conflict resolution – observation of contract terms (due to incompleteness of the contract) and filing a report with law enforcement (due to insufficient legal power of the contract).

That's why the most popular variant of conflict regulation is concession of one party or conclusion

of a new agreement. This causes uncertainty and high-risk component of B2C markets and reduces the effectiveness of economic activities. For solving this problem, it is offered to use the possibilities of the digital economy. Innovative digital technology – blockchain – allows forming an updated electronic data base with a high level of security and full legal power, which is under the control of the state.

Digital contract that is concluded with the help of blockchain technologies is a preventive practice, which precedes the alternative methods of conflict resolution in B2C markets. Its advantages, as compared to traditional (paper) contract, include larger opportunities for independent conflict resolution by the parties (due to higher completeness and transparency of the contract) and applying for state support (due to full legal power of the contract and state guarantee of its parties' rights). In the long term, the offered preventive practice will allow preventing conflicts in B2C markets and will ensure intensification of development of these markets due to reduction of uncertainty and risks and due to increase of effectiveness of economic activities of their participants.

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ПРАВИЛА ОФОРМЛЕНИЯ, ПРЕДСТАВЛЕНИЯ И ПУБЛИКАЦИИ СТАТЕЙ В ЖУРНАЛЕ «ЖУРНАЛ МОНЕТАРНОЙ ЭКОНОМИКИ И МЕНЕДЖМЕНТА»

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