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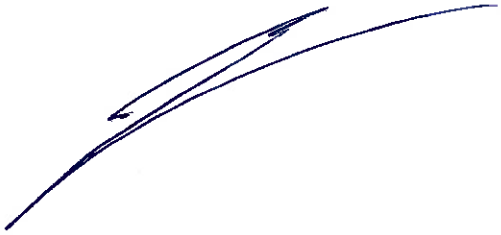

Vasiliev Anton Nikolaevich

METHODOLOGICAL ASPECTS OF STRATEGIC PLANNING FOR THE DEVELOPMENT OF THE CONSTRUCTION INDUSTRY OF THE RUSSIAN FEDERATION IN THE CONTEXT OF THE NEW INDUSTRIAL REVOLUTION AND EXTERNAL ECONOMIC SHOCKS

Specialty: 5.2.3. Regional and Sectoral Economics

ANNOTATION

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Relevance of the research topic. The development of the Russian economy in the 21st century is accompanied by significant challenges, shocks and crises, which requires scientific reflection and the formation of approaches to strategic planning. These approaches should not only ensure adaptation to negative impacts but also facilitate the realization of emerging opportunities for accelerating economic growth, achieving national goals and addressing the strategic tasks of the development of the Russian Federation.

Economic shocks from 2020 to 2024 triggered by the COVID-19 pandemic and anti-Russian sanctions, along with high turbulence in the external environment, have significantly impacted the construction industry. These factors have led to shortages and rising prices of construction materials, as well as disruptions in global supply chains. In these conditions, the industry faces new challenges and tasks: adapting to changing market conditions; promoting import substitution and localization of production for key construction materials, equipment, and technologies; and implementing innovations to enhance resilience and minimize dependence on imports.

A post-industrial society brings to the forefront sectors of the economy that are significantly less material- and energy-intensive, focusing on digital technologies, innovations, and knowledge. It necessitates substantial changes in traditional construction processes. Digitalization and automation, the implementation of Building Information Modeling (BIM), digital spatial planning, 3D printing, robotics, the use of artificial intelligence, and unmanned technology are intended to become integral parts of the transformation of the construction industry in Russia. These advancements are aimed at reducing material intensity and costs, while enhancing quality, productivity, efficiency, and competitiveness.

Another trend in the development of the global economy in recent decades has been a new form of international division of labor - global value chains. A significant volume (up to 58%) of global added value is now generated within these chains. Global value chains are almost always based on high-tech production and the

generation of global innovations. In this context, the countries that own the innovations do not pass them along the chain but maintain a monopoly to obtain the maximum share of the added value produced within the chain. Therefore, it is essential for Russian construction companies to effectively integrate into global value chains.

The last few decades have revealed two interconnected trends in the political landscape of global transformation. First, there is the emergence of a multipolar world order, characterized by a diminishing dominance of the United States and the rise of new centers of political and economic division within the global economy. Second, we are witnessing a shift away from globalization and a unified market for resources, labor, and consumption towards a trend of autarky, particularly manifesting as the reindustrialization of leading economies. It compels the Russian construction industry to adapt to new challenges that is reflected in a reduction of dependence on external suppliers and the development of domestic production capacities, localization of manufacturing and the stimulation of domestic innovations.

The fundamental vector of transformation in the global economy, which is also relevant for Russia, is objectively becoming a new industrial policy. Its implementation varies for different countries due to the basic conditions at the outset of its execution, the specific status of each country within the global economy, the level of industrial development at the start of the new industrial policy, the availability of resources and the maturity of market demand. However, the concept of 'Industry 4.0' proposed in Germany in 2011 has emerged as one of the first frameworks to gain global recognition over the past decade and has become a new classic in industrial policies. Therefore, this work examines its applicability to the realities of the Russian economy and the necessary vector for transformation.

The study of contemporary trends in economic development is impossible without considering the theory of economic systems and industrial revolutions. Only by examining the core of the new technological paradigm we can assess the long-

term effectiveness of applying specific innovations. We need to determine whether the contribution of these innovations will be critically significant for productivity growth in a given sector of the economy and whether they will lead to an increase in added value. Therefore, it is essential to investigate not only the direction of the transformation of the construction industry within the context of the modernization of the global economy and the economy of Russia but also the degree of its (transformation) innovativeness.

A significant barrier to the implementation of innovations remains their high capital intensity. The importance of this issue is increasing in the construction and building materials production sectors, where innovative processes are particularly capital-intensive. In conditions of high inflation and rising prices, when the majority of enterprises in this sector (especially construction companies) lack their own funds to invest in innovations, it is necessary to view innovative activities as the implementation of a set of investment projects for innovation based on the principles of effective investment allocation. This approach will encourage external investors to invest in innovative projects. In the absence of sufficient funding, the pace of technological transformation may significantly slow down.

A crucial aspect of the successful adaptation and development of the construction industry in the context of the new industrial revolution and external economic shocks is government support measures: national programs and projects, state development funds, government contracts, public funding programs, the establishment of specialized funds for innovative projects in construction, public-private partnerships, special investment contracts, subsidies and preferences, preferential loans, simplification of certification processes, programs for energy efficiency and localization of production, 'green construction,' reduction of the carbon footprint, waste management, informational and consultative support, assistance in developing human resources, etc.

The strategic nature of innovation processes is also evident. It requires a special toolkit and coordination of strategic management at various levels of

governance, as well as aligned interaction between the state and business. Recommendations are needed to improve the mechanisms for shaping state and regional industrial policy based on the principles of strategic planning and forecasting, utilizing process modeling tools for goal-setting and the formation of a set of interconnected tasks, taking into account the effectiveness of their implementation.

The insufficient methodological and procedural development of the issue regarding the mismatch between the current state of the construction industry in Russia and the strategic plans for implementing a new industrial policy underscores the relevance of developing the methodological aspects of strategic planning for the development of the construction industry in the Russian Federation amidst the new industrial revolution and external economic shocks.

The degree of development of the research problem. The analysis of the effective functioning of economic entities and, in particular, the construction industry, as well as the formalization of the structure of the entire economy and this specific sector, has been addressed in the works of A.G. Aganbegyan, A.N. Asaula, V. Berens, G. Birman, N.N. Bogoslovsky, A. Botankulova, V.D. Vasiliev, R. Whittington, G.G. Golovenchik, K.M. Gumby, Y.V. Dmitriev, P.N. Zavlin, M.L. Kaluzhsky, L.M. Kaplan, V.P. Lozhkin, M. Mayer, Y.Z. Magomedov, V.I. Maevsky, R.S. McNamara, P. Mason, R.M. Nizhgorodtsev, R.D. Putnam, I.S. Stepanov, P.M. Havranek, R.N. Holg, L.M. Chistov, Yuan Wan, and many others.

The issues of innovative activity at the state, regional, and individual enterprise levels from a macroeconomic perspective, and in relation to the construction industry as a sphere of economic activity, have been addressed in the works of F. Valenta, L. Vodacek, S.Yu. Glazyev, G.Ya. Goldstein, R. Greminher, M. Dodgson, P.F. Drucker, J. Zaltman, P. Quintas, A. Kleinhnecht, G.D. Kovalev, N.D. Kondratiev, Clayton M. Christensen, Y. Kuk, A.A. Kuteinikov, V.N. Lapin, P. Myers, D. Messi, V.G. Medynsky, F. Nixon, La Pierre, A.I. Prigozhin, B. Santo, B. Twiss, K. Freeman, M. Huczek, B. Chakravorti, K. Schwab, J. Schumpeter, F.

Engels, and others.

The issues of developing and implementing management strategies, including in an innovation-oriented economy, have been addressed in the works of well-known scholars such as L.I. Abalkin, G. Berg van den, R. Webber, J. Gamble, S. Ismail, V.S. Katykalo, G.B. Kleiner, J. Kornai, F. Kotler, D.S. Lvov, H. Mintzberg, D.P. Norton, M. Piteraf, M. Porter, E. Rüli, A.D. Strickland, A.A. Thompson Jr., Y.N. Eissner, and many others.

The relevance of the identified scientific problem, its high practical significance, as well as the insufficient theoretical, methodological, and practical development have determined the choice of the dissertation research topic, its object, subject, goal, tasks, and structure.

The research object is the development processes of the construction complex and supporting industries, occurring both within individual entities of the construction industry and in their interaction within the sphere of economic activity.

The research subject is the methodological aspects of managing investment processes in the construction industry, specifically the methods and models for forming an effective innovation-investment development strategy at the macro, meso, and micro levels in the context of new industrial policy and in relation to the strategic directions of economic development of Russia.

The aim of the dissertation research is to formulate the methodological aspects of strategic planning for the development of the construction industry in Russia, considering the new industrial revolution and external economic shocks, while aligning with the strategic directions of the Russian economy's development.

The following **tasks** are defined in order to achieve the stated objective:

1. Clarify the conceptual framework for the research on the development of the construction industry, specifically justifying the rationale for considering the construction sector and the construction materials industry as a unified object of study and a single economic sphere of the country – the construction industry, while formalizing its structural-functional composition and criteria

for classifying enterprises within this sphere.

2. Basing on the analysis of the current state, assess the capabilities of the construction industry for accelerated modernization in relation to the preliminary renewal of fixed assets (real estate) in the Russian economy, within the context of the initiation of a new industrial policy grounded in the ideas of 'Industry 4.0.'.
3. Basing on an analysis of global experience and its applicability to the realities of the Russian economy, determine a comprehensive set of strategic goals and objectives for the development of the material and technical base of the construction industry in Russia, founded on principles of innovation in the context of the new industrial revolution and external economic shocks.
4. Justify a methodological approach to strategic planning for the development of the construction industry in Russia in the context of the new industrial revolution, taking into account the investment processes within this sector.
5. Develop methodological approaches for evaluating the effectiveness of aligned strategies for the construction industry at the meso and micro levels.
6. Propose an algorithm for strategic planning of the construction industry development as an element of the state strategic planning system for the Russian economy.

Research Area. The dissertation work was carried out within the framework of the Passport of Scientific Specialty of the Higher Attestation Commission of the Ministry of Science and Higher Education of the Russian Federation 5.2.3 'Regional and Sectoral Economics (Economics of Construction and Real Estate Transactions)': 6.1 'Theoretical and Methodological Foundations of Analyzing the Development Processes of the Construction Complex and Supporting Industries. Methodological Support for Investment and Construction Activities and Relationships in the Field of Construction and Real Estate'; 6.2 'Investments in Construction. The System of Relationships Among Participants in the Investment Process in Construction. Investment Risks in Construction'; 6.3 'Theoretical, Methodological, and Practical

Foundations for Assessing the Effectiveness of Investment Projects in Construction'; 6.13 'Regional and Urban Development of Real Estate. Methodological Support for the Efficiency of Operation, Reproduction, and Expansion of the Housing Stock'; 6.15 'State Regulation in Construction. State Policy in the Field of Housing Construction. State Regulation of the Real Estate Market'.

Theoretical, methodological, and empirical basis of the research consisted of modern theories of strategic planning, innovation, technological structures, and industrial revolutions; innovation and investment management; public administration theory; other scientific concepts substantiated in contemporary economic literature; contributions from various international and domestic scholars; articles from periodic economic publications; methodological and reference materials, reviews from the Federal State Statistics Service of the Russian Federation, statistical studies from several leading countries in terms of transitioning to 'Industry 4.0'; regulatory legal acts of the State Duma of the Russian Federation, presidential decrees, government resolutions of the Russian Federation, legislative and legal acts at the regional level, and materials from scientific conferences.

In the research process a range of general scientific methods of inquiry were utilized, particularly a systematic approach to problem-solving. This included methods such as analysis, synthesis, the integration of logical analysis and dialectical development, the evaluation of the significance of statistical hypotheses and relationships, as well as expert surveys.

Information from the global computer network, *the Internet*, was used.

The scientific novelty of the dissertation is rooted in the systematic and well-justified approach to addressing a significant scientific and practical issue: the development of methodological aspects of strategic planning for the growth of the construction industry. This approach is grounded in innovative principles within the context of the new industrial revolution, while also considering the unique characteristics of the industry and the strategic directions of economic development in Russia.

The following **scientific propositions and results with novelty** have been obtained in the dissertation research and presented for the defense.

1. The conceptual framework of the study of the construction industry development has been clarified, specifically emphasizing the necessity of considering the construction and building materials industries as a unified research object and a single economic sector of the country—the construction industry. The construction industry should include enterprises and organizations whose primary output is the production of finished construction products for various purposes (residential, industrial, cultural, and other uses). The author's approach, in contrast to many commonly accepted views that limit the construction industry (or construction complex) to the 'construction' sector alone or suffer from vague definitions and contradictions, ensures the necessary unity and coordination of development across all sub-sectors of the construction industry in the context of the new industrial revolution. It is achieved through a focus on volumetric, qualitative, and temporal indicators, resource efficiency, the innovative aspects of transformation processes, and their investment support. The rationale for this approach is grounded in the identification of strong interconnections between performance indicators in both the building materials and construction sectors. To validate the reliability and accuracy of the author's approach, a structurally-functional model of the construction industry as a sphere of material production has been developed and extensively tested. The results of this testing demonstrate the model's high predictive capability (Chapter 2, § 2.1, pp. 95-106) (section 6.1 of the scientific specialty passport of the Higher Attestation Commission).
2. A structurally-functional model of simple reproduction in the national economy, specifically focused on the reproduction of real estate, has been developed. This model is distinguished by its ability to reveal the systemic interconnections among various economic sectors involved in the reproduction of fixed assets. Unlike existing approaches, it encompasses all forms of reproduction processes in construction, including reconstruction, modernization, and major

repairs, as well as all types of construction activities, including those typically overlooked, that are conducted through economic means.

This model facilitates the evaluation of the construction industry's production volume and the structure of its distribution, both of which are essential for the simple reproduction of fixed assets across all sectors of the Russian economy. It allows for a comparison with current indicators and volumes necessary for accelerated modernization aimed at the preliminary renewal of fixed assets (real estate) within the Russian economy, in line with the initial implementation of a new industrial policy based on the principles of 'Industry 4.0.'. The results obtained during the study led to the conclusion that, at the present stage, the construction industry is only capable of managing the processes of simple reproduction of the economy's fixed assets. (Chapter 2, § 2.1, pp. 106-116) (section 6.1 of the scientific specialty passport of the Higher Attestation Commission).

3. A comprehensive set of strategic goals and objectives for the development of the material and technical base of the construction industry in Russia has been established, grounded in the principles of innovation within the context of the new industrial revolution. The author employed an integrated 'Goals - Objectives' methodology, which involved calculating the weights of each goal and objective, as well as conducting a probabilistic assessment of the implementation feasibility of each task relative to its corresponding global goal. A general criterion synthesizing and evaluating the aggregate (complex) of strategic goals and objectives as a variant of a management decision has been justified — predictive (forecasting) power. Drawing on the findings from the author's research aimed at maximizing this predictive power, six strategic goals and eleven specific objectives have been delineated. The economic indicator selected to establish a linear correlation between the i-th goal and the j-th task is the growth in labor productivity and value added. The primary goal, assigned a weight of 0.339, is identified as 'A development of import substitution in the realm of construction

machinery, production of machines and equipment for the construction industry, and reindustrialization in the context of regionalization.' The second most significant goal, with a weight of 0.202, is 'A creation of the conditions for a new industrial policy'. The goals 'A prevalence of state regulation of innovative development' and 'A transfer of advanced technologies' are deemed equally important. The concluding segment consists of two goals with weights of 0.095 and 0.094: 'A spatial diffusion of the fourth industrial revolution' and 'A transformation of the construction industry to create fixed assets in emerging technology sectors. '

The distinctive characteristics of the proposed complex of strategic goals and objectives for enhancing the material and technical base of the construction industry in Russia lie in the well-founded methodology for its identification, the consideration of the current state of the construction sector from an innovative development perspective, and the alignment with successful global practices in the practical implementation of new industrial policies, as well as the overarching development goals of the Russian economy. (Chapter 2, § 2.3, pp. 138-155) (Section 6.1 of the scientific specialty passport of the Higher Attestation Commission).

4. A methodological approach to strategic planning for the development of the construction industry in the Russian Federation has been developed in the context of the new industrial revolution. The advantages of this approach include: a logically structured framework that is supported by macroeconomic calculations, linking the development goals of the construction industry with the broader objectives of the Russian economy; its integration into the system of state strategic planning for the economy of Russia; and a clear formulation and justification of the sequence of stages involved.

   Unlike existing approaches, this method allows overcoming a narrow sectoral perspective on desirable directions for the development of the construction sector, thereby enhancing the economic justification for the proposed strategic

decisions. Strategic planning for the development of the construction industry should encompass the following elements (blocks):

1) identification of strategic goals for the development of the entire economy of the Russian Federation in order to implement a new industrial policy (Industry 4.0);

2) definition of the strategic goals for the construction industry development, which supports the development of fixed assets across all other sectors of the economy in line with the new industrial policy;

3) establishment of strategic tasks to achieve the strategic goals of the construction industry;

4) determination of the volumes of expanded reproduction of fixed assets across all sectors of the Russian economy during the planned strategic period, which are necessary and sufficient to achieve the strategic goals for the development of the entire economy;

5) definition of the volumes of simple reproduction of fixed assets across all sectors of the Russian economy during the planned strategic period;

6) identification of the difference between the volumes of simple and expanded reproduction and the required increases in production volumes in the Russian construction industry over the years of the planning period in order to cover this difference;

7) identification of investment sources to achieve the targeted growth rates of production volumes in the construction industry;

8) development of a monitoring system for the implementation of strategies;

9) formulation of a mechanism for the strategic plans adjustment. A key feature of this methodological approach is that the planned development volumes are detailed in the form of specific, territorially and sectorally identifiable innovative-investment projects, which are tied to the implementation of specific strategic tasks and goals. An innovative-investment project is characterized by three main indicators: labor productivity growth, production volume, and

investment volume. Consequently, it can be integrated into the tasks of the strategic program for the Russian construction industry. The anticipated growth in labor productivity serves as a key criterion for selecting projects for the strategic program. The production volume will be aligned with the reproduction model. The total volume of investments will depend on the investment constraints of the strategy and will act as a limiting factor for potential project combinations.

The principle of maximizing the predictive power of the complex of strategic goals and objectives underpins the formation of the strategic program. This methodological approach enables the development of a strategy for the construction industry in Russia, supported by investments with defined sources and stimulation methods, while considering the time frame for strategy implementation and the transition to a new technological paradigm, accounting for the innovativeness of the processes of economic reproduction in the country. (Chapter 3, § 3.1, pp. 159-178) (Sections 6.1, 6.2, 6.15 of the scientific specialty passport of the Higher Attestation Commission).

5. Methodological approaches for evaluating the effectiveness of strategies for aligned innovative development at the meso and micro levels have been developed, justified, and tested within the frameworks set by the new industrial policy. The overall distinction of these approaches lies in the following aspects: alignment with the conditions of high environmental turbulence; evaluation of the presence of rare and unique market resources; and assessment of dynamic capabilities—specifically, the ability to undergo clear and rapid transformations. At the meso level a comprehensive set of indicators is proposed for the evaluation of the effectiveness of strategies, including: identified comparative advantage; an index of innovative activity of enterprises; an index of economic complexity of the region or economic sector, modified to account for innovative activity, demonstrating a consistent relationship with labor productivity growth in the

regional industries. This evaluation is also conducted using inter-industry balance tables of 'costs-output'.

For individual enterprises the proposed measures include: a dynamic capabilities coefficient and a methodology for the strategy effectiveness assessment through positioning within a matrix of 'company archetypes based on strategy effectiveness within the new industrial policy'. This matrix is constructed based on two scales: the growth rate of the dynamic capabilities coefficient of the construction industry enterprise during the strategic period and the value of the dynamic capabilities coefficient at the beginning of that period.

The developed methodological approaches are recommended for assessing the effectiveness of strategies for aligned innovative development and for their subsequent adjustments. The validity and reliability of these proposed methodologies have been confirmed through testing and practical implementation in two regions and at four leading enterprises in the Russian construction industry. (Chapter 4, § 4.2, 4.3, Conclusions of Chapter 4, pp. 232-260) (Sections 6.3, 6.13 of the scientific specialty passport of the Higher Attestation Commission).

6. An algorithm for strategic planning of the development of the construction industry has been proposed as an element of the system of state strategic planning for the economy of Russia. This algorithm details the methodological approach developed by the author for strategic planning in the construction industry of the Russian Federation in the context of the new industrial revolution. It enables the practical creation of a coherent strategy for the development of the construction industry in Russia, aligned in terms of timelines and key indicators, while ensuring comprehensive inter-sectoral interaction and coordination of budgetary and extra-budgetary financing processes for the construction industry.

   A distinctive feature of the algorithm is the symbiosis of participatory planning (the basic part of the algorithm) and classical planning (the upper level of the algorithm) within the framework of the state strategic planning system. This

algorithm organically combines models of public governance that are actively applied in various countries at the current stage of state development: the classical 'rational bureaucracy' model; the social-network model; the strategy of co-creating value; and others.

The initiators of innovative-investment projects and stakeholders of the strategy include government authorities at all levels, including municipal public authorities, as well as companies from all sectors that require transformation of fixed assets and their reproduction. The algorithm identifies the governmental bodies that can act as initiators, generators, and coordinators of the construction industry strategy. It allows to digitalize and automate significant part of management processes, substantially accelerating the procedures for making complex management decisions. The territorial and sectoral identification of innovative-investment projects has facilitated the incorporation of digital spatial planning mechanisms into the formation of the strategic program through the development and usage of a multi-layered map of strategic projects. (Chapter 5, § 5.1, pp. 262-274) (Sections 6.2, 6.15 of the scientific specialty passport of the Higher Attestation Commission).

The theoretical and practical significance of the research lies in the systematic and well-founded resolution of an important scientific and applied problem: the theoretical justification and development of the methodological aspects of strategic planning for the development of the construction industry based on principles of innovation within the context of the new industrial revolution and external economic shocks, while taking into account the specific characteristics of the industry and the strategic directions for the development of the economy in Russia. The dissertation proposes specific practical mechanisms, frameworks, and tools that enable the organization of an effective system for strategic planning of innovative-investment activities in the construction industry at the macro, meso, and micro levels, in line with the new industrial policy of Russia.

Based on the findings of the conducted research, specific practical

recommendations have been justified for the formulation of strategies for the construction industry of the Russian Federation, utilizing the methodological approach developed by the author. This approach includes the detailed planning of development volumes in the form of distinct territorially and sectorally identifiable innovative-investment projects. Each of them is linked to the implementation of specific strategic objectives and goals.

Furthermore, usage of the algorithm for strategic planning of the construction industry, developed by the author, is recommended as an integral part of the state strategic planning system for the economy of Russia. It will facilitate the creation of a coherent strategy for the development of the construction industry in the Russian Federation, aligned in terms of timelines and key performance indicators, within the framework of the new industrial policy.

At the regional and enterprise levels, the methodological approaches developed by the author are advisable for evaluating strategies of coordinated innovative development. It will aid in assessing the effectiveness of these strategies and allow the subsequent adjustments within the context of innovative transformation.

Several of the author's proposals may also be applicable in other areas of economic activity. For instance, the results of current research can be utilized by government authorities at various levels in formulating economic policies aimed at facilitating the transition of the national economy to a new industrial policy framework.

The results of this study can be integrated into the educational process of higher and additional professional education in economic universities, particularly in the development of curricula for courses such as 'Strategic Planning', 'Innovation Management' and 'Innovative Management'.

The validity and reliability of the results obtained from the conducted research are supported by substantial data of thoroughly reviewed scientific

publications in peer-reviewed journals relevant to the study, data from state statistics, information and analytical agencies both domestic and foreign, regulatory legal documents, and the application of contemporary scientifically recognized theories, methodologies, and methods. The effective usage of economic-mathematical modeling techniques, regression and correlation analysis, and expert evaluations further reinforces the validity.

The credibility of the developed propositions and obtained results is confirmed by extensive testing and practical implementation. The propositions of the dissertation were presented and discussed by the author at meetings of the Expert Council of the State Duma Committee of the Federation Council of the Russian Federation on Economic Policy, as well as the Expert Council of the State Duma Committee of the Federation Council of the Russian Federation on Transport and the Transport Infrastructure Development, of which he is a member.

The reliability of the scientific results obtained is further validated by the implementation in leading enterprises of the construction industry in Russia. For instance, the methodology developed by the author for assessing strategies of coordinated innovative development within the vectors defined by the new industrial policy, through positioning in the 'Matrix of Company Archetypes by Strategy Effectiveness within the New Industrial Policy', has been utilized at companies such as: JSC 'CEMROS', PJSC 'PIK North-West', the 'Avtodor' Group of Companies, and LLC 'SPARTA'.

The materials of A.N. Vasilyev's dissertation have been integrated into the educational process of the 'Higher School of Corporate Governance' at RANEPA, specifically in the course 'Strategic Planning'.

Testing of Key Scientific Results. The main propositions of the dissertation were presented, discussed, and approved at various important conferences, including the XIV International Scientific and Technical Conference 'Current Issues of Architecture and Construction' (March 30 – April 1, 2021, Novosibirsk, NGASU (Sibstrin), Russian Academy of Architecture and Construction Sciences), the V

International Scientific Internet Conference 'Problems and Prospects for the Development of the Scientific and Technological Space' (June 21–25, 2021, Vologda, Federal State Budgetary Institution of Science Vologda Research Center of the Russian Academy of Sciences (VolSC RAS)), the XVII National Scientific and Practical Conference with International Participation 'Modern Management: Problems and Prospects' (September 29–30, 2022, St. Petersburg, SPbSEU), the XVI International Scientific and Practical Conference 'Current Issues in Humanities and Socio-Economic Sciences' (October 20–21, 2022, Volsk, VMIL), the X International Scientific and Practical Conference 'Current Issues in the Development of Economic, Financial, and Credit Systems' (September 15, 2022, Belgorod, National Research University 'BelSU'), the International Scientific and Practical Conference 'Priority Directions for Sustainable Socio-Economic Development of States in the Context of External Risks' (November 3, 2022, Kirov, Volga-Vyatka Institute (branch) of the Moscow State Law University named after O.E. Kutafin), the X and XI International Scientific and Practical Conferences 'Science and Education - The Most Important Factor for Societal Development in Modern Conditions', held at the Central Kazakhstan Academy on April 14, 2023, and April 12, 2024, the X Online International Scientific and Practical Conference 'Problems of Economics and Construction Management in the Context of Environmentally Oriented Development' (April 26–27, 2023, Irkutsk, Baikal State University), and the VIII All-Russian Scientific and Practical Conference 'Effective Management of the Economy: Problems and Prospects' (April 13–14, 2023, Simferopol, Federal State Autonomous Educational Institution of Higher Education 'Crimean Federal University named after V.I. Vernadsky'), as well as the XIV International Scientific Conference 'Current Issues of Modern Economic Science' (April 24, 2024, Astrakhan, Astrakhan State University named after V.N. Tatishchev).

Publications. The core content of the dissertation is reflected in 40 scientific works, including 2 monographs, articles, and conference abstracts. Among these, there are 16 articles published in journals from the list of the Higher Attestation

Commission (VAK) of the Russian Federation. The total volume of scientific publications on the researched topic counts 32,98 publication sheets.

Structure of the Work. The dissertation consists of an introduction, five chapters, conclusions and recommendations, a list of used sources and literature comprising 307 titles and 16 appendices. The total volume of the dissertation paper is 360 pages, with the overall length, including appendices - 424 pages.

A.N. Vasilyev