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**Increasing the Competitiveness of Judicial Audit Organizations
Based on Personnel Development**

Specialty: 5.2.3. Regional and Sectoral Economics

ABSTRACT

Submitted for the Degree of
Candidate of Economic Sciences

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Relevance of the research. Modern challenges associated with economic digitalization, the rise of cybercrime, and the increasing complexity of financial schemes require a fundamentally new approach to ensuring the reliability of forensic examinations. According to the Ministry of Justice of the Russian Federation, the share of examinations requiring big data analysis and digital forensics grew by 40% since 2020; however, only 30% of forensic audit organizations possess qualified specialists in the field of digital forensics. The problem of personnel shortages is particularly acute in the regions: for example, in the Southern Federal District, 70% of companies face a shortage of experts with IT competencies. Simultaneously, state policy is strengthening the monopolization of forensic examination, which restricts competition and reduces incentives for innovation among private organizations. According to a sociological survey conducted as part of this research, 62% of experts indicated the critical importance of advanced training for employees to maintain competitiveness.

Object of the research is the competitiveness of forensic audit organizations in the Southern Federal District, determined through human capital, technological, and reputational potential.

Subject of the research comprises managerial and methodological tools involved in building competitive advantages in forensic audit organizations.

Aim of the work is to develop and implement a model for improving the competitiveness of forensic audit organizations, integrating human capital potential, technological maturity, and reputational potential, taking into account Russian legislative and regional specificities.

Scientific novelty of the dissertation is as follows. Key factors limiting the competitiveness of forensic audit organizations under Russian conditions are identified: technological backwardness, shortage of IT experts, and regulatory barriers. An integral model for assessing competitiveness is developed:

$$K = 0.4 \times K_{hc} + 0.2 \times K_{tech} + 0.2 \times K_{rep} + 0.1 \times K_{fin} + 0.1 \times K_{stand},$$
where K_{hc} – human capital potential, K_{tech} – technological readiness, K_{rep} – reputational potential, K_{fin} – financial stability, K_{stand} – compliance with state

standards. This model is the first to combine human capital, technological, and reputational potential into a single scale with weight coefficients determined by the Analytic Hierarchy Process (AHP) and adjusted based on the results of a sociological survey of 47 experts. The effectiveness of the model is empirically confirmed in three case organizations (Krasnodar, Moscow): implementation of the personnel competency monitoring system made it possible to increase the human capital potential index by 20%, reduce the time for preparing expert reports by 25%, and increase the share of conclusions recognized by courts from 78% to 92%, which led to revenue growth of 18.5%. Practical recommendations are formulated for regulators and organizations, including the creation of interdisciplinary teams, the introduction of AI-based analytics, and subsidizing staff training. Ways to adapt international standards (ISO/IEC 17025) to Russian conditions are substantiated.

Theoretical significance of the research lies in expanding the understanding of factors affecting the competitiveness of forensic audit organizations through the integration of economic, legal, and technological aspects.

Practical significance is confirmed by the implementation of results in LLC "Bureau of Expertise" (Krasnodar), LLC "KubanExpertCenter" (Krasnodar), the Non-Profit Partnership "Self-Regulatory Organization of Forensic Experts" of Krasnodar Krai, and the Association "Union of Forensic Experts and Expert Organizations" (Moscow).

Methodology and research methods. General scientific methods, methods of economic statistics, a sociological survey (47 experts), and the Analytic Hierarchy Process (AHP) are used.

Approbation of results. The main provisions of the dissertation were presented at an international conference (Moscow, 2024) and at a round table in the Committee of the State Duma of the Russian Federation. On the topic of the dissertation, 10 works have been published, including 3 articles in journals included in the list of the Higher Attestation Commission (VAK) of the Russian Federation.

Structure and volume of the dissertation. The dissertation consists of an introduction, three chapters, a conclusion, a list of references (133 items), and appendices. The total volume is 252 pages.

Keywords: competitiveness, forensic audit, human capital potential, integral model, digitalization, technological maturity, reputational potential, regional economics, Analytic Hierarchy Process, shortage of IT experts.