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Humans and time in an era of rapid change: structural analysis and welfare

O.S. Sukharev

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Russia, Moscow

The rapid pace of social change is an attribute of modern development, affecting the transformation of institutions, technologies, and the adaptive capacities of agents. **The purpose of this study** is to assess changes in human behavior through the lens of time, which serves both as a resource for development and as a criterion for the effectiveness of change. **The methodology** utilizes structural and institutional analysis and development theory. **The overall original result** of this conceptual and theoretical analysis is the demonstration of the effect of increasing the value of free (non-working) time due to the expansion of the debt economy, as well as the derivation of a condition for increasing free time, which is scarce in highly productive societies. Shifts in dominant human qualities shape the long-term institutional cycle of change, as proposed by Sima Qian. Moreover, institutional change has become so significant today that it serves as an independent tool of economic development policy, capable of altering the content of classical criteria for assessing well-being. This is illustrated within the framework of a game structure represented by the rules of chess.

Keywords: *economic and institutional change, human utility function, time as a resource, well-being criteria, work and leisure time.*

The impact of changes in tax legislation on the tax burden for business

E.N. Yastrebova

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The reform of the tax system in the Russian Federation for 2026-2028 will lead to changes in a number of taxes, mainly in the direction of increasing the tax burden for business. In today's conditions, developers do not hide the fact that the changes are primarily aimed at replenishing the budget, but in the long run, it may turn out that an increase in taxes will not lead to an increase in tax collection and economic development. A constant increase in the tax burden may have the opposite effect: hiding income, underestimating the tax base, going into the shadows, and reducing wages. The purpose of this study is to assess the practical problems of changes in tax legislation starting from 2026 and their impact on the tax burden of both large and especially small businesses. The results of the work can be used to justify the choice of applicable taxes and the tax system in order to optimize the tax burden. The elements of scientific novelty consist in assessing the impact of changes in tax legislation on the financial condition of taxpayers.

Keywords: *VAT, simplified taxation system, automated simplified taxation system, insurance contributions, changes in the tax system, tax burden.*

Models of investment activity of the population in modern Russia: the securities market and collective investments

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The relevance of this topic lies in the study of investment activities of the population, as well as the methods, mechanisms, and instruments for their implementation. The purpose of the article is to reveal and specify models of investment by the population using the securities market and collective forms of capital investment. The research methods were the analysis and synthesis of socio-economic processes, and a systems-methodological approach to studying processes in the field of investment. Scientific novelty lies in the detailed financial and economic mechanisms of investment by the population through the securities market and using collective forms of capital investment. Conclusions. The Russian Federation has a developed system for transforming savings into investments, which is implemented not only through the banking system, but also through the securities market. Moreover, the role of the securities market in this process is only increasing, which is reflected in the investment models of the population. A distinctive feature of investment by the population in innovative and infrastructure projects is that they are usually long-term in nature, require significant investments, require increased financial literacy from investors, and carry increased risk. At the same time, the population, as an investment subject, prefers short-term investments, investing small amounts of money in order to obtain a guaranteed income, sometimes without possessing the necessary financial literacy.

Keywords: *investments, public investments, brokerage account, individual investment account, collective investments, investment funds*

Strategic management of innovations in aircraft manufacturing: international experience and potential for application in the Russian Federation

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This article examines international experience in stimulating innovation in the aircraft manufacturing industry and assesses the potential for its adaptation in the Russian Federation in the context of digital transformation and the objectives of achieving technological sovereignty. Using a comparative analysis and an institutional approach, this article systematizes the experience of the European Union, the United States, China, and individual regional initiatives. Three basic models of industry innovation policy are identified: program-targeted, corporate-partnership, and national-strategic. Particular attention is paid to public-private partnership tools, mechanisms for integrating small innovative businesses, and stimulating demand for innovative products. It is concluded that it is fundamentally possible to adapt certain elements of international experience while taking into account the structural, institutional, and technological constraints of the Russian economy. Directions for improving the domestic system for incentivizing innovation in the civil aircraft industry are proposed.

Keywords: *aircraft industry, management, government support, industrial policy, innovation management, technological sovereignty, digital transformation, digital maturity, KPIs, public-private partnerships, innovation ecosystem.*

Investment process management using team time management methods

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The purpose of the article is to consider and systematize the management practice of coordinating investment processes at the regional level, in conditions when the "actors" of the process are, among other things, representative offices of federal executive bodies and resource-supplying corporations that are not subordinate to the regional authorities. This "insubordination" of key project participants makes it difficult to use classic project management tools and requires the development of original approaches based on the principles of team time management. The scientific novelty of the study is the application of the team time management methodology to the investment process in the format of a flexible management system for several key timelines: project timing, support timing, infrastructure connection timing. Practical recommendations are given on the application of the described approach in the multi-project activity of managing the process of attracting investments to the region.

Keywords: *investment process, time management, coordination, regional management, industrial policy, project management.*

Formation of a methodology for assessing the quality indicators of digital twins of mesosystems based on expert methods and methods for analyzing hierarchies

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This article examines aspects of assessing the quality of a key end-to-end information technology in the context of digital industry transformation. The objective of the study is to identify, analyze, and select methods optimally suited for incorporation into a methodology for assessing the quality indicators of digital twins of complex organizational and technical systems at the mesoeconomic level, taking into account the initial stage of development of the technology and the importance of ensuring its development on a dynamic, innovative basis. The scientific novelty of the obtained results lies in the proposed application of well-founded expert methods and hierarchy analysis techniques, given their indispensability at the stages of problem structuring and criteria formation, as applied to innovative systems such as digital twins of complex systems. The author also proposes their use based on an integrated approach to mitigate the shortcomings of each of these methods. Their application within the framework of the new methodology will enable a comprehensive assessment of the quality of such digital twins, creating the preconditions for their formation and development as effective, balanced, and deeply integrated digital tools for ensuring sustainable development, national security, technological sovereignty, and achieving the common socio-economic benefits.

Keywords: *twins, innovation, complex organizational and technical systems, quality indicators, assessment, integrated approach, expert methods, hierarchy analysis methods, security, sustainability, development, sovereignty.*

Analysis and prospects for application of business process reengineering model for a transport company

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This article examines the application of a business process reengineering model in conjunction with cost analysis using a transportation company as an example. The objective of the study is to analyze the current state of the key process "Driver Loading with Logistics Specialists" (AS-IS model), identifying bottlenecks and excess costs. The authors developed a target process model (TO-BE), which includes the implementation of an information system and the optimization of role functions. The effectiveness of the proposed solutions is demonstrated. The scientific novelty of the obtained results lies in the development of a reengineering model, which resulted in a reduction in time and cost costs, as well as a decrease in direct management impact for the transportation company.

Keywords: *business process reengineering, transportation systems, cost analysis, transportation company, AS-IS model, TO-BE model, cost optimization, process mining systems.*

Resource-oriented model for the development of a peripheral territory based on the creation of a natural-industrial complex

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The aim of the study is to substantiate a resource-oriented model for the development of a peripheral territory through a natural-industrial complex (NIC) in the mono-city of Kuvshinovo. The scientific novelty lies in the development of an integrated NIC architecture featuring an autonomous mini-CHP plant with a capacity of 10 MW, utilizing local biogenic natural resources. The article proposes a zero-waste technology for processing peat deposits with closed-loop material and energy flows, which ensures a 30–50% reduction in enterprise energy costs, the creation of over 400 jobs, and the implementation of a circular economy at the level of a depressed municipal district.

Keywords: *peripheral territories, mono-city, natural-industrial complex, circular economy, peat industry, energy autonomy.*

Problematic issues of the revival of Russian airship industry

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The purpose of this article is to consider aspects of the revival of the airship industry in Russia as one of the key elements of the country's spatial development policy in conditions of low population density and vast non-urbanized territories. This area is a major science-intensive task in connection with the recent decree of the Government of the Russian Federation dated December 28, 2024 No. 4146 "On Approval of the new Spatial Development Strategy of the Russian Federation until 2030 with a planning horizon until 2036". The paper presents an up-to-date expert analysis of the main technical, technological and managerial decisions on the state of experimental design production of Airships in Russia, taking into account existing and potentially new areas of their application in Siberia, the Far East and the Arctic. The possible scenarios for the revival of airship construction for the period up to 2035 have been identified in the context of global geopolitical turbulence, sanctions restrictions and ongoing import substitution processes in the domestic industry. The institutional and regulatory aspects of the industry are highlighted, as well as the possibilities for further improving state support measures at the federal level to accelerate the smoothing of uneven infrastructural development of non-urbanized territories in the context of increasing their interregional connectivity and integrated socio-economic development.

Keywords: *airship construction, non-urbanized territories, spatial development, economic development of territories, Siberia, Far East, Arctic.*

Implementation of dual education principles in the educational environment of the republic of Belarus

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The development of modern society is closely linked to educational activities. Educational activity, in different forms and at different levels, is considered as one of the key aspects of the formation of the knowledge economy. The purpose of the article is to substantiate the expediency of developing dual education in the Republic of Belarus, since the strategic goal of the higher education system is to provide university graduates with demand and competitiveness in the labor market, which is achieved through close cooperation between educational institutions and production. This interaction makes it possible to make educational programs more relevant, and graduates more prepared for professional activity. The most effective way to achieve this strategic goal is to implement a dual form of education, which is currently absent in the educational environment of Belarus. The scientific novelty lies in the substantiation of possible ways to implement the principle of duality in the educational environment and the legal legitimization of the term "dual education".

Keywords: *dual education, practice-oriented training, educational environment, higher education system*

Practice-oriented approaches to teaching monetary policy at a university: tools for integration into the educational process

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The aim of the article is to explore the possibilities, tools, and prospects for integrating issues of the Bank of Russia's monetary policy into the educational process, using the curriculum of the bachelor's program 38.03.05 'Business Informatics' as an example. The work analyzes the institutional transformation of the Bank of Russia into a proactive participant in the educational ecosystem and considers an interdisciplinary approach to integrating monetary policy issues into the curriculum through the unity of content analysis and practical IT tools. Using examples from specific courses, practical assignments are demonstrated as tools for embedding monetary policy issues and aimed at developing a set of competencies in students based on the interdisciplinary unity of economic knowledge and technological skills. The scientific novelty of the study lies in the development of an architecture for integrating digital competency platforms into the educational process for the 'Business Informatics' program, based on the unity of theoretical analysis and digital tools, forming interdisciplinary professional competencies in future specialists.

Keywords: *Bank of Russia, monetary policy, communication policy, educational process, IT tools, business informatics.*

Adapting the higher education system to technological challenges and transformations in engineering training

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This article examines the training of engineering personnel in the context of current challenges facing the Russian economy, in the context of ensuring the country's technological leadership. This article examines analytical data reflecting the dynamics of industrial production, describes the goals and objectives of technological development from the perspective of key strategic documents, and examines government support measures for the higher education system. The author analyzes the current situation regarding personnel training for the industrial sector and identifies risk areas hindering the functioning of a sustainable system for reproducing human resources for Russia's technological leadership. The final section of the article presents examples of possible organizational, managerial, and technological solutions for higher engineering education institutions. The scientific novelty of this article includes a description of expert approaches to solving the problems of adapting higher education institutions to the new conditions of engineering training.

Keywords: *technological leadership, engineering education, higher education, leading universities, personnel training, specialist competencies, simulation training, research and production associations, priority projects, new training model.*

Research on selected demographic drivers of economic growth and their impact on macroeconomic management labor potential. Part 1

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It is known that today in the post-industrial world, most industrialized countries and some fast-growing economies of the world are facing historical demographic changes, as a result of which an increase in the length of retirement is accompanied by a decrease in the number of workers. This article presents the results of a study and analysis of the macrofinancial consequences of an increase in the proportion of working pensioners, which indicates a negative impact on aggregate factor productivity. Using a time series of data and their quantitative analysis, the study provides a macroeconomic assessment of the impact of this effect based on differences in predefined pension provision components. As a result of the study, it was found that an increase in the ratio of pensioners and workers by 10 points reduces the productivity of production factors by 5-6%. This effect is increasing in those countries where production is becoming labor-intensive, and the potential of information technology is still not fully realized. The factor of population aging also hinders the introduction of innovations in the economy. Since this study includes the results of theoretical, methodological and empirical research, and due to the limitations imposed on the volume of publications, this article presents only the results of theoretical and methodological

research. Empirical data, which will be published in the second part of this study, show that institutional transformations combined with targeted macroeconomic policies are able to compensate for the decrease in the volume of labor resources in the country's economy.

Keywords: *innovative development, macrofinancial policy, human capital, R&D, population aging, pension system.*

The role of human capital in lean management systems: imperfections of labor productivity assessment methods and personnel optimization mechanisms

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In the context of new legislative and tax restrictions, companies attempting to implement lean management principles are increasingly beginning optimization not with the elimination of waste in business processes, but with cost-cutting on personnel. This approach fundamentally contradicts the core paradigm of Lean philosophy, according to which the most valuable resource of any organization is its people. The purpose of the article is to analyze the role of human capital in lean management through the application of the ADKAR model, as well as to identify the shortcomings of existing labor productivity evaluation methodologies, followed by the proposal of recommendations aimed at minimizing these gaps. This research direction remains highly relevant in the framework of implementing the national project «Effective and Competitive Economy», which has been extended until 2030. The main research methods include analysis, comparison, synthesis, and in-depth interviewing conducted as part of empirical studies of the real practices of Russian companies.

Keywords: *human capital, labor productivity, lean management, optimization, ADKAR.*

Factor orientation in the development of nointegration

N.V. Novikova, E.V. Kozyreva, T.M. Kozlova

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The purpose of the study is to identify factors that stimulate and slow down the processes of nointegration in the BRICS space. An element of scientific novelty is the generalization of factors of new integration to identify the causes and resolve regional and global contradictions in the context of the transformation of the global economic system, which contributes to the adoption of effective measures by national governments of countries to form sustainable international economic ties in its space. The fruitful functioning of the BRICS can affect the development of the national ecosystems of the participating countries and the sustainability of the global economy in the face of growing global challenges and threats.

Keywords: *nointegration, integration, noospace, interaction, partnership*

Trends in the development Russia's foreign trade under sanctions regimes

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The article provides a statistical analysis of the dynamics and structure of Russia's foreign trade. They characterize the current state of foreign trading and identify its main directions. We used data on the volume of imports and exports of goods and services taken from the website of the Unified Interdepartmental Information and Statistical System (UIISS) for the period from 2010 to 2024. We noted that the key indicators have maintained a positive trend. The article presents the author's opinion on the impact of sanctions imposed by unfriendly countries and identifies the key trends under their influence. We established that despite the growth of sanctions barriers, Russian foreign trade is a stable activity. That is entry into new sales markets and the conclusion of trade agreements with countries in Asia, Africa, and Latin America. The purpose of the study is to identify the main trends in Russia's foreign trade and new prospects for its development, while accounting for complex geopolitical relations.

The significance of the study lies in substantiating the correctness of the vector of development of the foreign trade activity of the Russian Federation. We expect to use the findings in the development of Russia's foreign trade strategy.

Keywords: *foreign trade, sanctions, import, export, foreign trade turnover, dynamics, structure.*

Investments in digital technologies as a driver of innovative reproduction

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FGBOU VO "Vladimir State University named after A.G. and N.G. Stoletov",
Vladimir

In the context of global digitalization, investments in digital technologies are becoming a key factor in the innovative development of the economy. The main goal of this study is to assess the impact of investments in digital technologies on the innovative development of Russian enterprises and the economy as a whole, as well as to identify key barriers and promising areas for digital transformation. The scientific novelty of the study lies in the modeling of the interactions between gross expenditures on the development of the digital economy and the volume of innovative goods, works, and services. Based on the analysis of statistical data and industry-specific cases, it has been revealed that, despite certain successes in digitalization, Russia continues to lag behind global leaders in terms of digital maturity. The key barriers are: technological dependence on foreign solutions, shortage of IT specialists, uneven regional development, and insufficient funding. The proposed recommendations for overcoming systemic limitations can be considered for adjusting Russia's digital development strategy, taking into account the new economic realities.

Keywords: *investment, innovative reproduction, digital infrastructure, digital economy, digitalization, and digital technologies.*

Assessment of the innovative activity of organizations in the Central Federal District (CFD)

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FGBOU VO "Belgorod State Technological University named after V.G. Shukhov", Belgorod

The article is devoted to the study of the innovation activity of organizations on the example of the subjects of the Central Federal District. The purpose of this study is to analyze and evaluate the innovation activity of the subjects of the Central Federal District and rank them based on the main indicators available in official statistics. As a result of the analysis of the indicators characterizing the innovation activity of the subjects, the leading and lagging subjects were identified, rating groups were formed, and their ranking was carried out. The scientific novelty of the results obtained lies in the author's proposed algorithm for assessing and ranking subjects on the example of the Central Federal District using a generalizing index based on a list of key indicators that comprehensively reflect innovation activity and are obtained using available statistical data. This index can be considered an important tool for making informed management decisions related to the innovative development of regions.

Keywords: *innovation activity, rating, integral assessment, subjects of the Central Federal District.*

Analysis of the functioning of the tourism industry of the Vladimir region in 2020-2024 gg

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An attempt to analyze the state of the tourism industry in the Vladimir region based on statistical information and expert assessments is made in this article. The Vladimir region has great tourism potential, especially in the cultural and historical direction, therefore, the issues of tourism development in the region remain always relevant. The purpose of the study is to form a problem field in the tourism industry of the Vladimir region. The scientific novelty of the study lies in the analysis of basic indicators characterizing the state of the tourism industry and highlighting the main problems of the hospitality industry in the region.

Keywords: *tourism industry, problems of the tourism industry, tourist flow, collective accommodation facilities*

Modern approaches to the organization of inter-municipal tourism in single-industry cities: philosophical understanding

S.G. Pyankova, O.Yu. Makarkina

FGBOU VO "Ural State University of Economics",
Ekaterinburg, Russian Federation

The article is devoted to the study of modern approaches to the organization of inter-municipal tourism in monoprofile cities through the prism of a philosophical approach. The purpose of the work is to explore the philosophical and scientific foundations of the organization of inter-municipal tourism in monoprofile cities through the prism of the development of classical and modern concepts of cooperation. To study modern scientific approaches to the organization of inter-municipal interaction for the development of tourism. To conduct the study, such methods as historical and philosophical analysis, a systematic approach, the theory of sustainable development, and a comparative analysis of municipal management models were used. The authors developed technological and organizational solutions for inter-municipal interaction, as well as considered and analyzed epistemological and ethical issues of cooperation in tourism. The novelty of the philosophical approach to the problem of inter-municipal cooperation lies in the consideration of cooperation as an independent subject of philosophical analysis that goes beyond the scope of applied managerial tasks. Cooperation is understood as a process of forming a new type of subjectivity based on the principles of solidarity, collective self-determination and synergy of resources. This approach allows us to identify the deep foundations of the success of integration processes in tourism in single-industry cities and propose new development models aimed at harmonizing individual and collective, local and regional.

Keywords: *inter-municipal cooperation, monoprofile cities, development of tourism in monoprofile cities, cooperation, philosophical approach to inter-municipal cooperation*

Fixed capital of industrial enterprises as a driver of the country's human development

A.O. Ivaschenko

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The article considers the interrelated development of the fixed capital of industrial enterprises and human potential as a key factor in Russia's sustainable economic growth. It is justified that the modernization of production funds, the renewal of technologies and the increase in the technical equipment of enterprises create fundamentally new conditions for the disclosure and development of human potential, including the growth of professional competencies, increased labor productivity and the formation of an innovative culture. The purpose of the work is to identify the dependence of human development on investments in fixed assets of industrial enterprises. Based on the analysis of modern theoretical approaches and industry statistics, it was revealed that investments in fixed assets provide a multiplier effect: they stimulate technological renewal, improve the quality of jobs, strengthen the requirements for personnel qualifications and form the demand for new competencies. At the same time, the insufficient level of renewal of fixed assets limits the possibilities of human development, hindering the growth of labor efficiency and technological adaptability of industry. The scientific novelty of the study is the proof that investment in fixed assets of industrial enterprises increases the human potential of the country in the medium and long term, with an approximate interval of 5-10 years. The article shows that the strategic combination of industrial policies aimed at accelerated reproduction of fixed capital and human development policies is a prerequisite for the formation of a competitive and sustainable national economy. It was concluded that it is necessary to move to a balanced model of industrial

development, in which human potential is not only an object, but also an active resource for the modernization of production systems.

Keywords: fixed capital, industry, human capital, human potential, investments.

Scientific approaches to assessing the effectiveness of managing the sustainable development of socially-oriented organizations taking into account state influence

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The purpose of the study is to improve methodological tools in the field of assessing the effectiveness of public administration for the sustainable development of social enterprises in Russian territories. Based on the analysis of the existing scientific and methodological justification of the processes in this area, as well as the author's actualization of the concepts involved (sustainability of social entrepreneurship, territorial context of social enterprises, social impact), it is concluded that it is advisable to develop an integral indicator for assessing the effectiveness of managing the sustainable development of social entrepreneurship entities in Russian territories. The proposed methodology includes two blocks: 1) assessment of the effectiveness of the management system of a social enterprise; 2) assessment of the effectiveness of public administration for the sustainable development of social entrepreneurship entities. The scientific novelty lies in the formation of a multiplicative model for evaluating the effectiveness of sustainable development of social enterprises, taking into account correction factors reflecting the impact of external factors. Further research involves validating the model based on specific practical cases.

Keywords: state management of the development of social enterprises, sustainable development of social enterprises, management efficiency.

The conceptual space of financial investment categories in the peat industry

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The article is devoted to the analysis of financial mechanisms of investment in the peat industry in the context of the global transition to sustainable development. Key investment categories are considered, including direct and indirect investments, public-private partnerships, and ESG financing. Based on research by Russian (Kochetkov, Ivanov, Petrova) and foreign authors (EPAGMA, IEA), the main problems of the industry have been identified.: high capital intensity, environmental risks and dependence on government regulation. Measures are proposed to optimize investment policy, including combined financing and priority of processing industries. Special attention is paid to international experience (Finland, Sweden, China) and Russian regional practices (Tver region, Komi Republic).

Keywords: peat industry, financial investments, ESG financing, public-private partnership, green bonds, deep processing of peat, environmental sustainability.

Component-elementary model of Russia's industrial sovereignty

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The subject of the study is the industrial sovereignty of Russia. The purpose of the study is a model of the components and elements of Russia's industrial sovereignty. The hypothesis of the study is the assumption that the sought-after model of the component-element composition reflects the key properties, functions, roles in the structure of the industrial sovereignty system, as well as their interaction. The study uses systemic and functional approaches. This article examines the problems of determining the component-element composition of industrial sovereignty, and identifies and scientifically substantiates its structural elements from the standpoint of a systemic representation. The scientific novelty of the obtained results lies in the development of a model of the component-element composition of the industrial sovereignty of Russia, including such components as: autonomous resource-extracting industry, autonomous industrial production, autonomous supporting production, autonomous consumption of industrial products, autonomous creation of scientific and technical developments, autonomous training of personnel for industrial production, complementing and revealing the essence of industrial sovereignty as an economic phenomenon, which gives an idea of the content of the components of industrial sovereignty, their possible interaction. Conclusions. The developed component-element composition of the industrial sovereignty of Russia: 1) gives a systemic idea of the structure of the economic phenomenon under study; 2) sets directions for further research in the subject area of industrial sovereignty.

Keywords: *component, industrial policy, industrial sovereignty, autonomous resource-extracting industry, autonomous industrial production, autonomous supporting production, autonomous consumption of industrial products, autonomous creation of scientific and technical developments, autonomous training of personnel for industrial production.*