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Modern oligopolism: features and alternatives

N.V. Kostyukovich. A.K. Kostanyan

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Oligopoly became a typical situation in modern markets, and monopolism gave way to oligopolism - a more complex form of market and capitalist relations that requires new approaches to their study. Following the structural-level methodology, the authors reveal the features of this form that require the state to take into account when implementing economic policy, and the possibility of its transformation - in order to eliminate the dangers and turbulence generated by oligopolism. The set of measures proposed in this regard for implementation in the Russian markets and in the field of international cooperation includes: - correction of structural policy with its focus against oligopolistic practices of unfair competition, - reorientation of the financial policy of the Government and the Bank of Russia to solve problems of the social sphere and security, - intensification of cooperation with the states of the world majority to counter the aggressive aspirations of the global oligarchy.

Keywords*: oligopolies, monopolies, global political quasi oligopolies, oligarchy, unfair competition, corruption, terror, practical recommendations for market transformation, structural policy, social policy, foreign economic policy of the state.*

The energy approach in economics in the works of Russian scientists of the late 19th century

A.A. Vasiliev

FGBOU VO “Tver State University”, Tver

Foreign scientists consider the English scientist F. Soddy to be the pioneer of the energy approach in economics. In 1912, Soddy formulated some of the principles of this approach. However, the main ideas of the energy approach to economics were formulated in 1880 by the Russian scientist S.A. Podolinsky. In the period between the works of Podolinsky and Soddy, the application of the energy approach in economics was discussed in the currently little-known works of many Russian scientists. The object of this research is the scientific works of Russian scientists from the late 19th century on the energy approach to the description and analysis of the economy. The subject of the research is the contribution of Russian scientists to the

application of the energy approach to the description and analysis of the economy. The purpose of the research is to promote the priority and contribution of Russian scientists in this field of economic research. An analysis of the works of Russian scientists S.A. Podolinsky, an anonymous author with the pseudonym “D.I.”, N.D. Batyushkov, D.I. Mendeleev, and L.K. Bukh demonstrates the undeniable priority of Russian scientists in shaping the methodological foundations for applying the energy approach in economics.
Keywords: *Nikolai Dmitrievich Batyushkov, Lev Konstantinovich Bukh, Dmitry Ivanovich Mendeleev, thermodynamics, economics, energy approach.*

Analysis of the causes and consequences of changes in the dynamics of the main indicators of the federal budget of the Russian Federation

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This article presents the results of a comprehensive quantitative and institutional analysis of the revenue and expenditure dynamics of the federal budget of the Russian Federation for the period 2023–2026. The study is based on official data from the Russian Ministry of Finance, legislative amendments for 2025–2026, including an increase in the value-added tax rate to 22% effective January 1, 2026, and an adapted version of Hernando de Soto's "vicious circle" model. Using scenario modeling, correlation-regression analysis (with consideration of methodological limitations), and stochastic assessment of budget risks (Value-at-Risk), we assessed the risks of revenue shortfalls, the impact of fiscal pressure on SMEs, and the systemic vulnerability of the budget. Based on the analysis, practical recommendations are formulated aimed at reducing the "cost of legality" and minimizing the risks of an expanding shadow economy.
Keywords: *federal budget, value added tax (VAT), tax burden, shadow economy, de Soto model, small and medium-sized businesses (SMEs), budget risks, Value-at-Risk (VaR).*

Modeling by tax instruments of the remuneration system in the healthcare sector

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The article contains a study of the application of basic tax benefits and preferences for personal income tax. Based on Rosstat metadata, an analysis of the level of average monthly accrued wages in the healthcare sector was

carried out, modeling the effect of the introduction of specialized tax instruments for a separate category of health workers. Based on the results of the study, the authors developed the main elements of a new model of tax incentives for increasing the remuneration system in the healthcare sector, taking into account the introduction of a progressive scale for personal income tax from 2025. At the same time, at the regional level, the introduction of the main elements of the pilot project for the provision of specialized tax instruments is aimed at strengthening the existing Zemsky Feldsher program, forming a long-term financial perspective.
***Keywords**: medical organizations, tax policy, personal income tax, tax deductions; health workers, employment, wages*

Methodological and theoretical problems of managing economic systems amid contemporary challenges

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The article investigates fundamental methodological and theoretical problems of managing economic systems amid contemporary global challenges. The authors argue that classical management models, originally designed for an industrial economy, are undergoing a systemic crisis, proving inadequate in the face of nonlinearity, turbulence, and digital transformation. The paper identifies four dimensions of the management crisis. The epistemological dimension manifests in reductionism and contextual blindness of existing theories. The ontological dimension reflects the transformation of the object of management—from hierarchical to network and rhizomatic structures—and the crisis of reproductive coherence. The subjective dimension concerns the deconstruction of the rational agent model under the influence of AI and cognitive biases. The pragmatic dimension reveals the inadequacy of traditional analytical tools (e.g., SWOT) amid high uncertainty. Special attention is paid to the inherently conflictual nature of global oligarchic capital and the necessity of applying a functional approach that accounts for the multi-level structure of economic systems—from the cultural-historical code to everyday practices. Based on the analysis, the article substantiates the principles of a post-crisis management methodology: multi-level reflexivity, membrane-like permeability of system boundaries (conceptualized as semi-permeable interfaces), and affective integration (incorporating value-emotional determinants).
***Keywords**: management of economic systems, methodological crisis, agency, epistemology of management, ontology of economic systems, digital transformation, reflexive governance, global oligarchic capital, adaptability, technological sovereignty.*

Vectors of institutional transformation in the context of the development of the data economy

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The purpose of this article is to identify the characteristics of the transformation of economic and technological institutions in the modern socio-economic system, dubbed the "data economy" in one of the Russian Federation's national projects. This transformation is associated with the emergence of new directions in the overall digital transformation. The article's scientific novelty lies in identifying the institutions that develop transformation processes, which divided by functional characteristics and forming vectors of institutional transformation. The former are traditional economic institutions that ensure human capital development, technology transfer, support for promising scientific fields, and business development; the latter are technological institutions that include digital technology developers, the innovation market, technology support groups at enterprises, and "autonomous" digital technologies. The existence of a digital institution and the institutionalization of a virtual environment also discussed.
Keywords: *institutional transformation, data economy, economic institutions, technological institutions.*

International experience in the application of the ESG approach to the implementation of sustainable development models: opportunities for adaptation in Russia

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The relevance of this study is determined by the growing need to identify effective ESG transformation instruments for designing national models of sustainable development. The purpose of the research is to examine international experience in embedding ESG principles into the architecture of sustainable economic systems and to develop conceptual foundations for adapting ESG governance mechanisms to the Russian context. The research objectives include analyzing foreign practices of integrating ESG principles into public, regional, and corporate governance systems; identifying the constraints and barriers that limit the direct transfer of international ESG instruments into Russia’s institutional environment; and substantiating a multi-level ESG framework tailored to the specific developmental features of the Russian economy. The methodological basis of the study combines a systems approach with comparative and institutional analysis. The findings demonstrate that the most suitable model for Russia is a state-coordinated ESG architecture incorporating elements of market competition and corporate governance, based on the selective institutional adaptation of instruments successfully implemented in leading countries in the field of sustainable development.
Keywords*: ESG, sustainable development, economic system, corporation, region, state, international experience, adaptation*

Application of risk management in public administration of socio-economic processes

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The purpose of this study is to substantiate the use of risk management tools to integrate the interests and objectives of the state and business in managing socio-economic processes at the national economic level to ensure its sustainable functioning and development. This article examines changes in the national economy caused by the increasing role of the state and its growing importance in all socio-economic processes. It is shown that increased government regulation is a response to non-economic factors amid growing threats, primarily external ones. Under current conditions, this represents a return to the state capitalism model, which allows for the effective resolution of socio-economic development issues during periods of instability and crisis. The scientific novelty of the study lies in the development of a scientifically based approach to managing socio-economic processes based on the application of risk management tools to integrate the actions of the state and business in solving a wide range of problems. They caused by negative external influences on the Russian economy, along with minimizing the negative impact of state capitalism on its current state and strategic development. This expands existing theoretical understanding of the essence of risk management as a universal model of change management, and has a practical significance in terms of expanding the informatization and digitalization of socio-economic processes.

Keywords: *public administration, socio-economic processes, external factors, state capitalism, risk management, efficiency.*

Data-driven organization management as a factor in transforming the role of information and analytical systems in strategic management

O.V. Smirnova, I.V. Tsvetkov, G.K. Lapushinskaya

FGBOU VO "Tver State University", Tver

The purpose of this article is to identify and describe the changing role of information and analytical systems in strategic management in the transition to data-driven organization management. The evolution of information and analytical control systems of control systems under the influence of digital technologies is considered. Modern Russian research in the field of Data-driven management is analyzed, as well as the impact of state policy and sanctions restrictions on the transformation of the role of IASU in strategic management. Generalized organizational and management recommendations for redesigning ICS functions for transition to data-based management are formulated. The scientific novelty of the study lies in the development of a four-level model of the roles of information and analytical systems in strategic management, in which each level corresponds to the dominant function of information and analytical management systems, the type of strategic decisions made and the degree of integration with management processes.

Keywords*: strategic management, data-based management, data driven management, information and analytical management systems, digital transformation.*

Transformation of the management system of social enterprises in accordance with modern challenges

O.V. Kuznetsova, M.V. Turcan, N.N. Bedenko, Tsvetkov I.V.

FGBOU VO “Tver State University”, Tver

Management systems in the field of social entrepreneurship are undergoing qualitative changes caused by high turbulence of the external environment, limited resource provision and increasing uncertainty of most economic internal organizational processes. The purpose of the article is to study the management system of social enterprises with an emphasis on strategic management processes. The paper presents the author's configuration of the basic levels of management in the subjects of social entrepreneurship, taking into account the features of their functioning and development in modern socio-economic conditions, on the basis of concrete-historical, comprehensive, aspect and system approaches. The key features of social entrepreneurship are highlighted and the basic aspects of the value system of the head of a social enterprise are outlined. In the strategic management system, a special role is assigned to the system of classification of strategies of social entrepreneurship entities. The stages of the formation and implementation of the strategy for managing the effectiveness of social entrepreneurship entities are presented. In the field of social entrepreneurship, strategic management is carried out with a focus on achieving commercial and social effects, ensuring and maintaining the competitiveness of a social enterprise and its integrated sustainable development, taking into account the transformation of macro conditions.

Keywords*: social entrepreneurship, management system, transformation, conditions of instability.*

Definition of the concept «family business» in the institutional context of the russian economy

R.D. Dosaev, M.V. Tsurkan, G.K. Lapushinskaya

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The purpose of this article is to explore approaches to defining the concept of "family business" in the context of a retrospective analysis of scientific publications and the existing institutional conditions of the Russian economy. The authors examine the historical development of family entrepreneurship, highlighting the key characteristics and features of such enterprises in various countries since 1990. Drawing on international approaches and Russian realities, they propose refining the concept of family business in relation to Russian institutions, including legal aspects and regional differences. This article develops the author's approach to defining the concept of "family business" in the context of three key components: management, ownership, and labor participation. This publication is of interest to scholars and practitioners working on the development of small and medium-sized businesses in the Russian Federation.

Keywords: *family business, family entrepreneurship, criteria, institutional conditions*

Accounting of project activities in the management of commercial organizations

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Project management is a special management system focused on obtaining a unique result with limited resources of all kinds. Achieving this goal is impossible without high-quality information support focused on meeting the set indicators for each phase of the project life cycle. The heterogeneity of the data obtained leads to the problem of their systematization and interpretation in the form necessary for users. The solution to this problem is seen in adapting the current accounting system to the specifics of project management. The purpose of the study is to form a conceptual accounting model for projects. To achieve this goal, analytical methods were applied to regulatory and legal sources and scientific publications on project management, as well as the synthesis method in the development of accounting and analytical tools. The main result, characterized by scientific novelty, is the accounting system, which includes two blocks – theoretical and methodological. The theoretical part includes the features of project activities that affect accounting and analytical work, which served as the basis for the development of accounting principles for projects. The practical part includes 4 groups of tools – accounting support (accounting accounts and standard operations), management reporting (a two-level set of reports and registers for the project), internal control for the project (instructions for checking reporting forms, internal control act), comprehensive analysis of project results (assessment of the effectiveness of each phase of the project, final results and level of development of project management in an economic entity). The results obtained can be applied in the practice of project management when setting up information support for various types of projects.

Keywords*: accounting, accounting reporting, management accounting, management reporting, economic analysis, project management, project, project lifecycle phase.*

Optimizing spatial development through intellectual digitalization of the transport system

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This article explores the optimization of spatial development through intelligent digitalization of the transport system. The aim of the study is to analyze the impact of intelligent digitalization of border crossing points, an important component of the transport system, on improving spatial connectivity. The authors explored the implementation of industry-specific innovative technologies in transport to ensure seamless international logistics while simultaneously increasing the efficiency of monitoring the movement of goods and vehicles. The scientific novelty of the obtained results lies in the development of a concept for intelligent border crossing point integration

aimed at enhancing the connectivity of the Russian economic space, thereby contributing to the optimization of the country's spatial development.
Keywords: *region**,** spatial development, digitalization, transport system, transport strategy, intelligent border crossing point, digital customs.*

Export prospects for the diamond and polished diamante complex of the Republic of Sakha (Yakutia) in the context of global challenges

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This article analyses the export prospects of the diamond and diamond-processing complex of the Republic of Sakha (Yakutia) in the context of sanctions pressure imposed by the G7 countries and the European Union in a phased manner from January 2024 onwards. Drawing on data for 2022–2024, the study examines the industry's adaptation mechanisms, including the restructuring of supply chains, the reorientation of export flows towards Asian markets, and the intensification of downstream processing. The effectiveness of key institutional instruments is assessed: the Mirny Priority Development Territory, the Coordination Council for the Development of the Diamond and Diamond-Processing Complex, and the national diamond traceability system. A scenario-based forecast of the complex's development through 2027 is constructed. Key risks are identified and policy recommendations for their mitigation are formulated. The scientific novelty of the study lies in the comprehensive assessment of the industry's adaptation mechanisms under unprecedented sanctions pressure and in the development of a scenario forecast employing logistical, institutional, and marketing indicators of adaptive capacity.
Keywords*: Sakha Republic (Yakutia), diamond and polished diamond complex, exports, market reorientation, supply chains, ALROSA, Asian markets.*

Problems of creative entrepreneurship development in the context of modern challenges

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This article analyzes the key barriers that significantly hinder the dynamic development of creative entrepreneurship in Russia. Despite the growing interest in creative industries from both the government and society today, this sector of the economy faces a complex set of systemic challenges that considerably limit its potential as a driver of economic diversification, cultural sovereignty, and regional development in the country. The author of the article identifies the interconnection between five main problems and concludes on the need for a comprehensive approach to their resolution, including improving legislative acts, modernizing education, developing relevant financial tools, and creating an infrastructural environment for the development of creative entrepreneurship in the Russian Federation. The results of the author's research can be used in the development of state and regional measures to support creative entrepreneurship.

***Keywords**: creative entrepreneurship, creative industries, systemic challenges of creative entrepreneurship development, comprehensive approach to problem-solving*

Applying the bass differential equation for MLM network marketing market analysis

Yu.V. Kuznetsova, A.V. Smirnov

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In recent years, with the development of information technology, the network market has grown. Many scientific publications are devoted to the phenomenon of the network market as an alternative to traditional methods of promoting a product to the end consumer, however, despite the growth trend, the network market has not been sufficiently studied in the structure of the domestic economy. This article analyzes network marketing activities (MLM) based on the Bass differential equation. The authors made an attempt to verify the forecast of the network market trend made at the end of the 20th century, identifying new factors in the development of this market.
***Keywords**: MLM-structure network marketing, Bass differential equation, network market, competition*

Digital technology and quality of life: a real contribution in the global world

E.V. Abramenko, E.G. Efimov, E.A. Ezangina

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The article is devoted to the analysis of global rankings of leading countries in terms of digitalization and the quality of life of the population. The purpose of the study is to determine the impact of digital technologies on the quality of life of the population on the example of various cities in Russia. The study has established that there is no direct correlation between the quality of life and digital technologies. It has been determined that despite the fact that new technologies can accelerate economic growth and improve the well-being of the country's population, they also pose serious risks and numerous threats. The scientific novelty of the study lies in the fact that for the first time, a set of global and Russian indices of digitalization and quality of life has been identified and systematized, which allowed for their cross-analysis within a unified research framework. It has also been established for the first time that countries with a high quality of life (Luxembourg, the Netherlands, and Denmark) are not active users of online resources, suggesting that there is a conscious resistance to further digitalization due to the awareness of its negative effects (technostress, information overload, and IT addiction).
***Keywords:** digitalization, quality of life, digital technologies, global ranking, population.*

Integrated methodology for diagnosing the crisis state of small enterprises: creation of an integrative approach to assessing financial, operational and marketing condition

V.N. Kopylov, D.V Rozov

FGBOU VO “Tver State Technical University”, Tver

The article is devoted to the issues of analysis of anti-crisis "immunity" for small businesses aimed at preventing and minimizing the consequences of crisis situations. In conditions of economic instability, small businesses face a number of threats that hinder their financial and operational sustainability. The paper examines the importance of early detection of crisis signs and the use of an integrated approach to its diagnostics based on qualitative assessment methods. Description of the structure of the anti-crisis system allows enterprises to identify potential threats at the stage of their occurrence and turn them into opportunities for development. Key aspects of anti-crisis measure that help small businesses increase their flexibility and adaptability in a crisis are considered. Particular attention is paid to the importance of using modern enterprise management tools and crisis exit strategies to ensure long-term stability and business growth.

Keywords*: small business, crisis management, early warning system, crisis «immunity», crisis risks.*

Pressing issues in housing management companies and ways to solve them

L.A. Morozov

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The article analyzes the challenges of multi-apartment building management, focusing on the interaction between housing management companies and homeowners, resource-supplying organizations, regulatory bodies, and regional operators. The study aims to identify systemic barriers to effective management and determine ways to overcome them based on an analysis of a housing management company's practical activities in the Leningrad Region. The findings reveal that the key obstacles include residents' misconception of the municipal tariff as a universal standard, the shifting of responsibilities onto housing management companies by other stakeholders, legal uncertainty in waste management, technical failures in the GIS for Housing and Communal Services system, and the low quality of services provided by billing centers. It is demonstrated that management quality can be improved through corporate transparency, homeowner engagement in decision-making, and the implementation of digital services. The scientific novelty of the study lies in the systematization of typical interaction problems among housing and housing and communal services entities based on empirical evidence. Furthermore, the author proposes regulatory adjustments, including transferring tariff approval powers to the regional level, expanding the authority of house councils, and the necessity of clearly defining the boundaries of responsibility for all stakeholders in the sector.

Keywords: *housing and communal services, apartment buildings, management of apartment buildings, responsibility in housing and communal services, tariff formation, municipal tariff, management company, and regional operator.*

Regional economic policy: the role of fiscal instruments in the development of the Nizhniy Novgorod region

T.V. Zvereva, V. S. Ivleva, M. D. Malyugina, V. R. Sergeeva

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The article is devoted to the analysis of fiscal instruments for stimulating economic development in the Nizhny Novgorod Region in 2024. The key tax policy measures and budget support measures are considered, as well as their impact on investment activity and the region's budgetary sustainability. Statistical data on the dynamics of regional budget revenues and expenditures, the scale of provided benefits, and attracted investments are presented. It is shown that the incentive measures contributed to the growth of tax revenues and the implementation of major projects, but were accompanied by an increase in the budget deficit. The scientific novelty of the study lies in the comprehensive assessment of the effectiveness of regional fiscal policy in the context of alignment with federal initiatives and external constraints in 2024, as well as in the development of proposals for improving the effectiveness of these instruments in the medium term.

Keywords: *regional economic policy; tax benefits; budgetary incentives; investment climate; Nizhny Novgorod Region; regional budget; economic development.*

Diagnosis of factors influencing the competitiveness of industrial enterprises In the context of global economic changes

G.G. Skvortsova, Ya.A. Leshchuk

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In the context of global economic transformation, Russian manufacturers are increasingly finding it difficult to maintain competitiveness. The objective of this article is to use a factor approach to identify, differentiate, and integrate the factors that determine the competitiveness of domestic industrial enterprises in modern conditions into specific groups and to outline a vector for developing a method for assessing their competitiveness. The need to develop new adaptive mechanisms for assessing the competitiveness of industrial enterprises and identify the key factors that ensure competitive advantages determines the scientific and practical significance of this study. It was revealed that indirect factors such as the development of technological innovations and the demographic situation at the macro level create difficulties in developing the competitive advantages of domestic industrial enterprises. Government support, on the contrary, has a positive effect on the formation of a business environment, infrastructure development, and increased competitiveness. The following internal factors of competitiveness were identified: effective management, marketing strategy, financial resources, human capital, technology and innovation, product quality, and environmental friendliness. However, in certain groups of factors, there remain unresolved issues that require further research. The author proposes an approach to the creation of a level-factor model that allows one to represent a multitude of factors in the form of large groups and study them at different hierarchical levels of the economy, which will allow one to develop a method for assessing the competitiveness of industrial enterprises taking into account global changes.

***Keywords**: competitiveness, industrial enterprise, international economic relations, internal factors, factors of indirect influence, factors of direct influence*

The phenomenon of artificial intelligence from the perspective of Marxist political economy

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The article defines the features of modern capitalism associated with digital technologies. The aim of the study is to define artificial intelligence (AI) in the Marxist paradigm. The AI analysis is based on the principles of the labor theory of value. The risks of the new technology and the possibilities of further development of the company are considered. The scientific novelty of the study is the substantiation of the patterns of AI development as a new stage in the development of productive forces focused on intangible production.
***Keywords**: artificial intelligence, Marxism, surplus value, intangible production*