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8 From the Chief Editor. Governance: Improving Efficiency in the Face of External Threats

10 VLADIMIR A. SHAMAKHOV, NIKOLAY M. MEZHEVICH

**Governance: Improving Efficiency in the Face of External Threats
Political Imperatives of the Economic Integration of Russia and Belarus:
the General Situation and Specifics of the First Quarter of 2021**

ABSTRACT

The economic integration of Russia and Belarus is determined not only by the traditional set of internal factors, but also by the increasing external influence. At the turn of 2020-2021, external factors have become decisive. Under these conditions, the stability of the Belarusian economic model and the nature of foreign economic relations between the two countries became key factors for an effective joint response to external challenges.

Keywords: Russia, Belarus, Union integration, external factors, economic model, foreign trade, elections, opposition, CIS, Union state

18 ANATOLIY A. LIKHTIN

Transformation of Public Administration in the Digital Era

ABSTRACT

The purpose of the article is to characterize the conditions for the transformation of public administration in the digital age. The relevance of the research is connected with the actively spreading digital innovations, which increasingly cover the frontiers of public administration, forming a new framework for institutional changes. These changes need competent reflection and systematization. The theoretical part of the work is devoted to the discussion of the concepts of "open government", "digital government", "digital transformation", which have become one of the key elements of public management discourse. The process of digitalization involves the free flow of information from public authorities to the public and third parties, such as civil society organizations and the media, as well as from the public and third parties to the authorities, and is at the heart of well-functioning open governments that are successfully undergoing the path of digital transformation. Methodologically, the article is based on expert interviews with representatives of public authorities of St. Petersburg, aimed at forming an idea of the institutional framework for the transformation of public administration in the context of digitalization. The author of the article conducted a number of expert interviews with the deputy heads of the districts of St. Petersburg and the deputy chairmen of the committees. As a method of interview analysis, the content analysis of the interview was used using the software ATLAS.ti 9 (<http://atlasti.com>). The main procedures implemented in this program are coding and grouping by category. As a result of the study, 16 codes were identified, which were combined into 3 semantic categories: macro-institutional conditions, micro-institutional conditions, and technical conditions for successful transformation of public administration in the context of digitalization. Analyzing the interview data, the author comes to the conclusion that the success of the transformation of public administration in the era of digitalization is directly related to the efforts and resources allocated by public sector bodies to implement the law or policy, both at the time of implementation and over time. In other words, the interweaving of macroinstitutional, microinstitutional, and technical conditions plays a critical role. At the same time, the competencies of civil servants at all levels of government are a unifying element, a generative factor in the implementation of both macro-institutional, micro-institutional, and technical conditions for the transformation of public administration in the era of digitalization.

Keywords: contemporary public administration, digitalization, digital transformation, conditions for the transformation of public administration

27 SVETLANA V. BUKALOVA, KSENIYA G. MERKULOVA

**Current Problems and Priorities of the Cultural Policy in Russia in the
Context of the Neotraditionalist Ideology**

ABSTRACT

State cultural policy has great impact in determining the content of mass consciousness, setting the boundaries of the social norm. The priorities of cultural policy are determined by its ideological foundations, which have become the subject of the analysis of this article. The research is based on the principle of historicism, since the concept of culture is ambiguous in its content and historical in its essence. The study of culture as a social phenomenon and a factor of social management correlate with the problem of state ideology formation, its indoctrination into the public consciousness and its implementation in practical forms. The materials of the study were the substantive provisions of the documents of strategic planning in the field of state cultural policy, understood from the standpoint of the theory of culture. Based on the analysis of the culture functions in society, the article characterizes the innovative potential of culture, which determines the transformation the way of life in the political, social, economic and technological spheres. The development of society, and with it cultural norms, has passed the stages of archaic and modern, entering the postmodern era. The evolution of socio-economic relations and cultural norms creates contradictions between tradition and modernization. The value-semantic foundations of the society development are caught between the Scylla of archaization and the Charybdis of anomie. The authors project this conflict on the semantic foundations of the state cultural policy in modern Russia, revealing the dialectic of continuity and innovation in the development of national culture. The author concludes that the strategy of reproduction of cultural norms dominates as a priority of the state culture policy. In this approach, the authors see risks for the effective performance of the culture of its functions in the postmodern era.

Keywords: culture, state cultural policy, traditional society, neotraditionalism, modernization, postmodern, archaic

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VLADIMIR V. GUSHCH**On the Question of the Formation of a General Civil Identity****ABSTRACT**

This article is devoted to the formation of the General civil identity of a multinational Russian society. The article analyzes a set of factors that influence the formation of a common civil identity and the solidarization of society based on the ideas that underlie the formation of the code of supranational cultural integrity.

According to the author, supranational civil identity is the source of the meaning underlying the construction of a single supranational political nation. The General civil identity, being a tool of "soft power", will allow the Russian state to strengthen its position in the information struggle for the formation of ideological trends that influence the foundations of a consensus dialogue, which will allow resolving a set of negative phenomena that prevent the formation of a unified national identity of citizens.

Keywords: identity, state, political nation, ideology, political system, civil society, multiculturalism, globalization, civilization

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MIKHAIL M. SHUMILOV**The Turkish Factor in Relations between Russia and Kazakhstan in the Context of Eurasian Integration****ABSTRACT**

Today, the member states of the Eurasian Economic Union (EAEU) have to respond to a set of challenges and threats that hinder the progressive development of regional integration. Among them are the problems of relations between the member countries themselves, who found themselves in a difficult situation in the context of the coronavirus pandemic. This does not detract from the huge potential of Eurasian integration and the possibility of expanding the range of interested participants in this project. For this reason, Russia and Kazakhstan are obliged to fully protect the constructive, allied, fraternal relations that have developed between them, especially since the success of Eurasian integration as a whole largely depends on this. The combination of objective factors and circumstances, including the spread of Turkey's influence in Central Asia, puts Russian-Kazakh

relations to certain tests. The Great Turan project, implemented by Turkey and its Turkic-speaking partners, carries certain risks for Russia. The purpose of this study is to clarify the circumstances related to this. At the same time, the author focuses on the development of Russian-Kazakh economic relations in the context of the implementation of the Eurasian integration project. It exposes the myth that the EEU is a politicized institution inspired by the "imperial elites" of Russia. Revealing and analyzing the existing conflict of interests, certain differences in the understanding of the tactical tasks of national development, the author shows that the conflict potential in relations between Russia and Kazakhstan is reliably stopped both by the leaders of the states and by the high level of good-neighborliness and popular will and has no prospects of aggravation. At the same time, the conclusion is justified that no problematic issues of Russian-Kazakh relations can devalue the positive prospects for Eurasian integration. The author also seeks to substantiate the thesis about the inability of the Turkish factor to cause damage to Russian-Kazakh relations and the Eurasian project as a whole. Moreover, the author tries to bring an objective platform under the statement about the compatibility and the possibility of interfacing the Eurasian and all-Turkic integration projects.

Keywords: The Eurasian Economic Union (EAEU), The Supreme Eurasian Economic Council, The Eurasian Economic Commission (EEC), The Cooperation Council of Turkic-Speaking States (Turkic Council), economic integration, foreign direct investment (FDI), Pan-Turkism, Central Asia

64 **EVGENY Yu. SUSLOV, DMITRY V. MINAEV**
Phenomena Systematization of Marketing Digitalization: Concept and Implementation

ABSTRACT

The article is devoted to the research and systematization of the current state and development of marketing digitalization phenomena. The methodological base includes system-wide methods of system analysis, categorization and classification, elements from theories of general marketing and information society. This work clarifies features of the term "digitalization", formulates a general concept of systematizing marketing digitalization phenomena through the construction of multidimensional morphological box, and defines ontological models of marketing functionality and digital technologies in all main classification cross-sections of the multidimensional morphological box. It also proposes a variant of multidimensional morphological box, where structuring by components (analytical, creative-synthetic, communication and organizational-managerial) forms marketing dimension and where classifications and ontologies of international and domestic analytical resources create its "digital" dimension. Based on this variant, current digital phenomena in marketing and related fields are systematized and passed transformation with different impact on separate components of the DIKW model is estimated.

Keywords: digitalization, marketing technologies, digital ethics, digital marketing functionality, intellectronica, ontology, DIKW

81 **ILONA Z. CHKHOTUA**
Strategic Directions of Tourism Industry Development in the Digital Economy

ABSTRACT

Tourism and the hospitality industry is a strategically important sector of the economy with a significant multiplier effect, performing a number of important functions to ensure the integrated development of the territory. The strategic priorities for the development of the industry should be implemented in the formalized document of the Strategy that brings tourism to a new stage of development, focusing all the state's resources on achieving Russia's strategic goals in this tourism industry. The significant natural, recreational, cultural potential of our country is an indisputable competitive advantage in determining and approving the strategic directions of tourism development.

The purpose of the article is to propose strategic vectors for transforming the tourism industry, determined in response to the crisis in the economy and the global trend of

digitalization: restructuring the business model, changing the product strategy towards technology, building a new marketing strategy with the help of modern ICT, changing the requirements for the tourism industry personnel, development of a new communication strategy in response to the changing behavior of the tourist himself. Comprehensive development of the tourism industry is possible only with a strategic transformation of all these areas.

Keywords: strategy, strategy of the tourism industry, digitalization of the tourism industry, information and communication technologies (ICT), digital competencies of personnel, platformization of services

97 MIKHAIL O. DEMIDOV

Methodology of Formation of Business Activity Rating of Infrastructure Organizations Supporting Small and Medium-Sized Enterprises at the Municipal Level

ABSTRACT

The article is devoted to the presentation of the methodology for rating the business activity of organizations of the infrastructure to support small and medium-sized businesses at the municipal level. The article describes a method for forming a rating and calculating an integral indicator of the effectiveness of these organizations, based on taking into account objective and subjective factors. Criteria for the objective part of the assessment are formulated based on the analysis of the legal framework governing the activities of support infrastructure organizations, and a method for determining their “weights” is proposed based on one of the elements of T. Saati’s hierarchy analysis method. The article describes a method of forming the subjective part of the assessment based on the opinion of the consumer. The result of the implementation of the proposed methodology can be an increase in the efficiency of activities and the quality of services provided by these organizations.

Keywords: organization of infrastructure for supporting entrepreneurship, rating of business activity, assessment of efficiency

105 NATALYA I. FEDOROVA, VLADISLAV M. KHODACHEK

Questions of Justification of State Policy Regulation of Production and Consumption of Socially Dangerous Goods and Services

ABSTRACT

The purpose of the study is to substantiate a reasonable balance between the interests of consumers and different segments of society in the process of production and consumption of socially dangerous goods and services and to develop recommendations for improving state policy in this area. Various points of view on the solution of the problem are analyzed. Possible options of further strategy of regulation of consumption of this group of goods and services on the example of tobacco products are considered. The methods and mechanisms of regulation that ensure both the protection of public health and the rights of consumers are characterized.

Keywords: consumer, policy, regulation, mechanisms, tobacco, health, personality

115 MARINA V. MALTSEVA, VLADIMIR A. PLOTNIKOV

Innovation and Competitiveness in Today’s Technological and Social Transformations

ABSTRACT

The rapid political and economic changes of recent years and the fourth industrial revolution have opened up new opportunities that are changing the face of the modern economy. At the same time, new risks and threats to the sustainability of development have arisen. In this context, the role of technology and innovation, seen as a factor in the competitiveness of the national economy, requires rethinking. The paper analyses empirical data on the impact of innovation on competitiveness, which led to the conclusion that the influence of this factor has increased, including in the context of the growth of

protectionism, the need to move to a model of sustainable development, which requires increased state support for innovation and innovative ecosystems.

Keywords: innovation; national competitiveness; economic development; sustainable development goals; global innovation index

122 VLADIMIR B. ALEKSANDROV

Intelligentsia and Opposition – the Modern Meaning of S. N. Bulgakov’s Article “Heroism and Ascension (From Reflections on the Religious Ideals of the Russian Intelligentsia)”

ABSTRACT

The article examines the views of the Russian philosopher S. N. Bulgakov on the role of the intelligentsia in the revolution of 1905–1907. He draws attention to his understanding of the worldview of the political activity of the intelligentsia, as which he sees its “self-disposition.” It is shown that the natural support of the intelligentsia in the revolution, according to S. N. Bulgakov, is youth, due to emotional immaturity and a low level of education. The special importance of contrasting the “heroism” of the intelligentsia with the spirit of ascension, characteristic of Christian saints and involving intense everyday work, based on humility as the most important worldview prerequisite for ascension, is emphasized. It is noted that with the obvious similarity in the activities of modern opposition to the revolutionary impulse of the intelligentsia of the early twentieth century, there are also fundamental differences. They are related to mismatch of target settings. If the Russian intelligentsia of the beginning of the century aimed at a fundamental change in the social system, then the modern creative class is driven by the desire to destroy the existing power, due to the quite practical interests of personal success.

Keywords: intelligentsia, heroism, selfless devotion, humility

131 GENNADY V. MARCHENKO, SERGEY Yu. CHIMAROV, NIKOLAY A. IGOSHIN
Information Warfare Narratives: Yesterday and Today

ABSTRACT

The article deals with the historical and legal aspects of the development of the means of information struggle in the world, changes in the activities of state and military administration bodies in the information and communication environment are traced, the issues of organizing information counteract to modern attempts to falsify the main events of the Great Patriotic War and the post-war stage of development of the Russian state are examined.

The authors of the article demonstrate the use of narratives as ways of organizing the information space, trace and analyze examples of information confrontation between the past and the present, including, using the cases of modern armed conflicts between Russia and Georgia in South Ossetia and the military-political confrontation in eastern Ukraine, draw conclusions about the need to increase and update the content of the state information policy, taking into account new military-political threats and dangers.

Keywords: information war, information counter, information narrative, negative impact, historical myths, destructive forces, propaganda, counter-propaganda

146 NIKITA S. IVANNIKOV, SERGEY A. MUNGALOV
Impact of the 2015 Migration Crisis on German Food Security

ABSTRACT

The article considers some social and political consequences of the migration crisis of 2015 in the Federal Republic of Germany, as well as its impact on food security in the country. In order to assess the latter, the statistical data related to socioeconomic factors important for food security were analyzed. Both the problems faced by migrants and their positive contribution to the agricultural sector, as well as the methods taken by Germany to improve the situation of migrants were highlighted. The most important factor influencing food security in the conditions of sharp population growth caused by the migration crisis is adaptation, since both the further involvement of migrants in the economic life of

the country and their further prosperous existence depend on its success. The effectiveness of measures taken by the German government for adaptation of migrants ensured a significant contribution to the preservation of the former level of food security in the changed conditions of the state.

Keywords: Germany, migration, food security, migration crisis of 2015, adaptation of migrants

153 SERGEI E. SIZOV

On the Question about the History of Interaction between Philosophy and Theology in the Russian Religious Thought

ABSTRACT

The study gives wide description to the history of the formation and interaction of philosophy and theology in the space of Russian religious thought, from the disciplinary genesis to the fate of individual philosophical and theological schools. The study focuses on the interaction of secular and academic theology with various philosophical movements, as a principle of changing the Orthodox theological paradigm.

Keywords: theological and philosophical discourse, slavophilism, scholasticism, academic and non-academic theology in Russia

159 PAVEL V. NAUMOV

Analysis of the Sequence of Risk States in the Implementation of Information Projects

ABSTRACT

The article deals with the issues of risk management of information projects. We propose not a deductive approach traditionally used in risk analysis, based on knowledge of the main provisions and their concretization in a real situation, but an inductive approach that requires data accumulation and the construction of training data sets as a result of a retrospective analysis of the progress and implementation of individual projects. It is proposed to use methods of trajectory analysis of sequences of events, each of which characterizes the state of risk of project implementation. To test this approach, random sequences of risk events are generated and data analysis methods are applied to these sequences.

Keywords: Information project, project execution risks, risk management methods, random process, discrete Markov chain, random sequence of events, random sequence indicators, machine learning methods, cluster analysis