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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

International Scientific Journal
Theoretical & Applied Science

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2026 Issue: 06 Volume: 158

Received: 16.05.2026
 Accepted/Published: 30.06.2026 <https://T-Science.org>

Issue

Article



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ON THE IMPORTANCE OF ENSURING THE RELATIONSHIP BETWEEN COMPETITIVE ADVANTAGES IN THE NEW ECONOMY AND THE GUARANTEE OF COMPETITIVENESS FOR ENTERPRISES IN THE REGIONS OF THE RUSSIAN FEDERATION

Abstract: In the article the authors consider the issues of ensuring the competitiveness of economic systems in the new economy. A conceptual model is presented and the characteristics of the structural elements of the knowledge economy are given. The methodological foundations of the formation of competitive advantages within the framework of the synergetic approach are determined. The problems of transformation and adaptation of Russian regions to modern trends in world economic dynamics are revealed. Improving the innovative mechanism for the development of regional economies, determining the directions for enhancing the innovative activities of the regions of Russia on the principles of "smart specialization".

Key words: competitiveness, new economy, paradigm of the regions of the Russian Federation, synergetic approach, current trends, smart specialization, conceptual model, transformation of economic systems, methodological analysis, development of the regional economy, innovation mechanism.

Language: English

Citation: Prokhorova, Yu.I., Romyanskaya, N.S., Prokhorov, V.T., Korablina, S.Yu., & Volkova, G.Yu. (2026). On the importance of ensuring the relationship between competitive advantages in the new economy and the guarantee of competitiveness for enterprises in the regions of the Russian federation. *ISJ Theoretical & Applied Science*, 06 (158), 54-81.

Soi: <https://s-o-i.org/1.1/TAS-06-158-3>

Doi: <https://dx.doi.org/10.15863/TAS.2026.06.158.3>

Scopus ASCC: 2000.

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Introduction

UDC 519.62: 685.37

Despite the fact that today there is considerable experience in taking into account various aspects of the formation of regional competitive- advantages, further research is required on the key factors that contribute to the sustainable growth of the regional economy based on- an innovation-oriented development model, as well as the development and effective use of advanced management technologies- methods and tools that contribute to increasing regional competitiveness and achieving a strong competitive position on this basis.

The work is based on the axiomatics of the synergetic approach, since its methodological position and tools are more ready to interpret the changes taking place.

From the point of view of synergetic methodology, the process of ensuring the competitiveness of economic systems is aimed at achieving positive effects as a result of the joint action of various mechanisms that orient them to:

- development of the organizational foundations of innovative activity, which are distinguished by consistency, complexity and orientation towards a non-linear future;
- formation of institutional forms and relations that stimulate and realize the ability to ensure sustainable development;
- ensuring synergy of interaction of structural elements of economic systems through self-organization.

Russia, being a federal state, must take into account the spatial features of the country in order to determine the future guidelines for its development. In order to understand the formation and development of a knowledge-based economy, where imbalances arise, it is necessary to study regional economic systems in their external context, finding out to what extent they limit or, on the contrary, open the way for alternatives

to economic growth in the country.

Main part

In the context of cardinal changes in the organizational foundations of the world economy and all its subsystems towards- the development of network communications, rapid internal reconfiguration and dynamic self-development based on synergetic effects, the problem of comprehensive study and critical rethinking of the existing forms and means of competition, ways to increase the competitiveness of real economic systems adequate to the challenges of economic dynamics of the XXI century.

The current increase in the science intensity of all spheres of life, production systems, the environment, the deepening of the processes of integration and globalization, require the study of key aspects of the competitive development of regions, taking into account the innovative factor.

To date, many scientific approaches, concepts, paradigms have been developed, which have their own context for describing and studying the processes of formation of competitive advantages, driving forces of competition, processes of ensuring the QSP of various objects and subjects, and maintaining their positions of market leadership. At the same time, in order to determine modern changes in the relationship between the concepts of "regional competitiveness" and "regional competitive advantages", we consider it appropriate to consider the latter in the context of the formation of a new economy. As a result of the analysis of the interpretations of the concepts of "competitive advantages of the region" found in the literature, a number of clarifications were made, due to the need for a clearer reflection of their content at the regional level by increasing the emphasis on the specifics of the regional component and the relationship between competitive advantages, competitive positions, and competitiveness of the region (Figure 1).

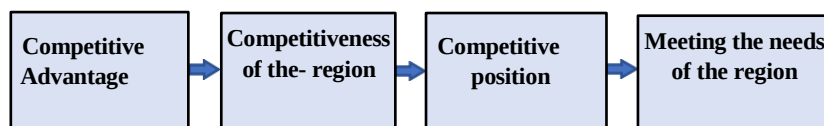


Figure 1. A basic diagram of the links between competitive advantages, competitive position and competitiveness of the region

Thus, we will understand regional competitive advantages as -socio-economic, organizational-, managerial, resource, environmental and other advantages manifested in the conditions of interregional competition, which serve as the basis for the formation of the region's IRT, lead to the real/potential provision of a relatively more

advantageous competitive position, contribute to the fullest satisfaction of regional interests and needs, creating conditions for sustainable regional development.

Such an understanding of regional competitive advantages allows us to consider them as the basis for the formation of the IRT and the determination of the

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competitive position of the region, contributes to the identification of its real or potential capabilities, focused on the comprehensive solution of the problems of satisfying regional interests.

Since the systematization of regional competitive advantages is essential for further clarification of the interrelations of these concepts, we present their expanded and refined classification according to various features and approaches found in the scientific literature. This classification is useful in the study and solution of applied problems of regional competitiveness management.

Also, within the framework of the problem under consideration, the study of the contribution of a number of theories and concepts of spatial development of territories/regions to solving the problems of the formation of competitive advantages is of particular interest.

The fundamental foundations of the study of the cause-and-effect- relationships of the provision of the CSP of territories/regions are associated with the works of such-founders as J. Thünen, W. Launhardt, A. Weber, F. Perroux and others, and, in particular, the theories of "centers of development", "growth poles",

In modern scientific literature, these concepts are often considered as synonyms. Although, for example, J. Boudeville defines the "pole of growth" as a set of dynamically developing industries, and the "center of development" as a geographical interpretation of the pole, that is, as a place (a specific territory: region, city, metropolis, etc.) of concentration of economic potential and entrepreneurial activity).

It is worth noting the works of P. Potier, who developed the ideas of V. Kristaller about "axes/corridors of development". Territories located between the poles of growth as a result of an increase in cargo traffic, the spread of innovations, the formation of infrastructure, receive an additional impetus for development and, together with the "poles of growth", determine the spatial framework of the economic development of a macro-region or country.

Later, as a result of the polarization of economic space and the aggravation of disproportions between the central and peripheral territories, the inability of these theories to correctly interpret the economic processes taking place on the periphery was revealed, which led to the emergence of new directions in the theory of spatial development. For example, in 1966, J. Friedman developed a concept called the "center- of

the Periphery", in which a spatial (pole) model of regional development was proposed, which justifies the emergence of disproportions between the center and the peripheries by the unevenness of economic growth and development.

The study of theories of spatial development of the regional economy allows us to conclude that they were based on the ideas about territorially localized factors of production as sources of economic growth, corresponding to a certain stage of development and determining not only the specifics of regions, but also the level of their development. Some authors have tried to create new combinations, using traditional experience and the correct use of available resources, while paying special attention to the time factor, which can play a decisive role in ensuring competitive leadership. For example, M. Porter proposed the use of a standard strategy for ensuring competitive advantages based on the identification of the basic value of the company in the value chain. Others, given the high dynamics of modern processes, recommended gaining a leading position in future markets and proposed a rethinking of the strategy based on the identification of distinctive competencies.

Due to the large number of these theories, we have considered the most well-known and proven concepts in practical application (they were analyzed taking into account the frequency of citations in scientific literature and the fact that in certain historical periods they were a new stage in the study of the problems of ensuring regional (territorial) competitiveness, as well as due to the fact that they became the basis for further scientific research). From the standpoint of the theory of competition, they can be classified into four groups:

1. Theories of participation of countries and regions in the international division of labor and territorial organization of production.
2. Concepts of production location in post-Fordism conditions.
3. Theories of interregional economic interaction.
4. Concepts of competitiveness of national economies and regions.

A generalized view of the use of the main economic theories/concepts in solving the problems of the formation of regional competitive advantages is given in Table 1.

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Table 1. Retrospective of the main economic theories/concepts aimed at solving the problems of the formation of regional competitive advantages

Theories/concepts	Application in solving the problems of the formation of regional competitive advantages
THEORIES OF PARTICIPATION OF COUNTRIES AND REGIONS IN THE INTERNATIONAL DIVISION OF LABOR AND TERRITORIAL ORGANIZATION OF PRODUCTION	
Theory industrial areas (A. Marshall)	Orients the study of regional competitiveness to the identification of competitive advantages associated with the manifestation of the economies of scale
Theory agricultural standard (I. Thünen)	Studies of the region's competitiveness are aimed at the need to take into account its competitive advantages associated with the territorial location of production and the minimization of total production costs, including transportation costs
The theory of regional standort (W. Launhardt)	
Theory industrial standard (A. Weber)	
Theory of central places (W. Kristaller)	It has limited use. Elements of the theory can be used in the formation of competitive advantages of regions in particular cases of development of uninhabited territories, territories with relatively uniform settlement and predominance of agricultural and (or) recreational types of economy
Theory of the correlation of production factors (E. Heckscher, B. Ohlin)	It is a prerequisite for studying the competitiveness of regions from the standpoint of its competitive advantages created by rationalizing the interregional division of labor
The theory of the location of the economy (A. Loesch)	It allows you to build models of spatial economic equilibrium, to identify market areas, the size of which depends on the the degree of competitiveness of sales of certain products
Theory of Economic Regionalization (A.G. Alexandrov, N.N. Kolosovsky, N.N. Baransky, M.K. Bandman)	It is advisable to use the theoretical provisions of creating a rational system of territorial planning, minimizing transport costs and maximizing the use of the comparative advantages of economic regions in the formation of directive planning tools and the development of measures aimed at increasing the competitiveness -of economic regions. the ability of the national economy due to the factors of regional development. It aims, first of all, at the formation of competitive advantages of the branches of material production that ensure the competitiveness of the region
The theory of "growth poles" (F. Perroux)	Ensures the localization of areas for ensuring the competitiveness of the region, aiming at the identification of the most priority points of growth of the regional economy (free economic zones, technopolises and technology parks)
The Theory of Diffusion of Innovations (T. Hegerstrand)	Equips with the means of forming competitive advantages of the region based on the spread of innovations, taking into account the characteristics of their types and the wave-like nature of the process of this dissemination

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Theory of Italian Industrial Districts (G. Becattini, M. Piore, S. Sabel)	They point out the need to take into account the advantages of the small and medium-sized business system in studies of the competitiveness of regions that form their main competitive potential on the basis of large industrial complexes
CONCEPTS OF PRODUCTION LOCATION IN POST-FORDISM	
The concept of territorial production systems (D. Maya, N. Grosjean)	Promotes the allocation of industrial areas based on the use of local scientific and - technical resources, in which the innovation environment is the internal cause of development
The concept of attractive places (E. Markusen)	It allows you to build measures to ensure competitiveness based on taking into account region-forming factors
THEORY OF INTERREGIONAL ECONOMIC COOPERATION	
Theory of interregional economic interactions (L. Walras, V. Pareto, J. Mill, M. Allais, J. Tinbergen)	It aims to optimize interregional interactions as a tool for increasing the competitiveness of the region
CONCEPTS OF COMPETITIVENESS OF NATIONAL ECONOMIES AND REGIONS	
The Concept of National Competitive Advantages (M. Porter)	He points out the need to take into account the cause-and-effect- relationships between the competitiveness of- the firm, the competitiveness of the industry formed on this basis, and the competitiveness of the country, supported by the competitiveness of the sectors of its economy
The Concept of Four Stages of Nations Development (M. Porter)	Creates the basis for the development of macroeconomic and regional policies of countries by distinguishing the stages of development regions
The concept of an industrial cluster in space (M. Porter)	They form the prerequisites for studying the competitiveness of regions from the standpoint of stimulating the development of clusters
The concept of a regional cluster in space (M. Enright)	
The concept of interaction between the value chain and the cluster (R. Kaplinski, J. Humphrey, H. Schmitz)	It aims to create conditions for the development and application of new high-tech products, improving technologies, production methods, marketing and other types of improving the economic management of regional clusters and regional development
Techno concept-economic paradigm (K. Freeman, K. Peres)	It expands the possibilities of solving the problem of competitiveness of depressed and backward regions during the change of the techno-economic paradigm
The Concept of the Economics of Learning (B.O-. Lundval, B. Johnson)	Indicates the need to take into account the social- cultural features of the formation of competitive advantages, including mutually enriching interaction between producers and consumers

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The theory of "flexible" specialization (C. Sable, M. Piore)	It aims to produce a wide range of products, constantly modified as consumer preferences change. The principle of "flexible" specialization is most consistently implemented within the framework of "industrial districts" (areas of concentration of specialized enterprises cooperating in value chains), which are one of the types of network structures
The concept of the "index" quality" of economic activity (E. Reinert)	It contains an approach to the design of a system for diagnosing the competitiveness of a region, resulting from the construction of an index of the quality of activity, with the help of which economic activity is ranked according to its ability to ensure high competitiveness
The Concept of Four Paradigms of the Region (A.I. Gavrillov)	The paradigm of "region-Quasi-State" actualizes Application tools of macroeconomic regulation for the formation of competitive advantages of the region, the paradigm "region-quasicorpo- Walkie-talkie", "Region-market" – microeconomic instruments. The paradigm of "region-society" indicates the need to identify competitive advantages of a social nature, closely related causally- economic competitive advantages, which in modern conditions is a key approach to ensuring the competitiveness of the region
Theory of International Business (P. Buckley, M. Casson)	He points out that in order to increase the competitiveness of goods, it is necessary to invest in R&D and it is necessary to be able to introduce innovations, manage innovations both in relation to the product produced and in relation to the innovation process itself
A model of the location of high-tech industry (M. Castells, P. Hall, etc.)	The key element in the formation of competitive advantages is the location of technological innovative production complexes ("innovation environment")

Analyzing the current trends in the development of the economy associated with a significant increase in the role and share of intangible and intellectual resources in the reproduction process, it should be pointed out that it is necessary to revise traditional views on the perception of competitive advantages, to rethink development models and programs by almost all economic entities that want to win in the global

competition. As noted earlier, the formation of competitive advantages in the new economy is possible only through the effective transformation of new knowledge and technologies into innovations that are in demand in global, national, and regional consumer markets. The solution of these problems requires taking into account the specifics of knowledge management.

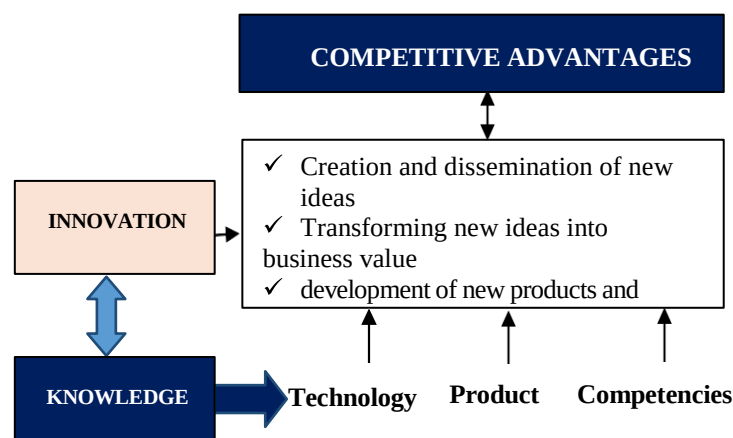


Figure 2. Correlation of the concepts of competitive advantage, innovation and knowledge

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Figure 2 presents a model of the interconnection and interdependence of the concepts of competitive advantages, innovations and knowledge in the new economy.

Due to the fact that the development of EZ imposes certain requirements on improving the quality of knowledge management, in order to achieve sustainable regional competitive advantages, the need to ensure:

- the organic nature of knowledge management, its inseparability from the processes of production, distribution and practical use of knowledge;
- adequacy of management and organizational support of the process of implementation of both radical innovations and adaptation of advanced technologies and innovative developments to regional conditions;
- the effectiveness of interaction in all spheres of activity regional system in the reproduction of

relevant knowledge, not limited to the innovation cycle;

- integration of creative management into various economic relations to promote the emergence of synergy effects, as well as to increase the effectiveness of innovative production;
- motivation for the expanded reproduction of new knowledge due to the growth of economic interest in scientific, creative-work.

Thus, in order for a regional SES to become competitive in a period of fundamental changes, it is necessary to implement organizational changes, and the basis of these changes is knowledge, which, accordingly, determines the effectiveness of these changes.

The process of transforming knowledge into a regional competitive advantage is schematically presented in Figure 3.

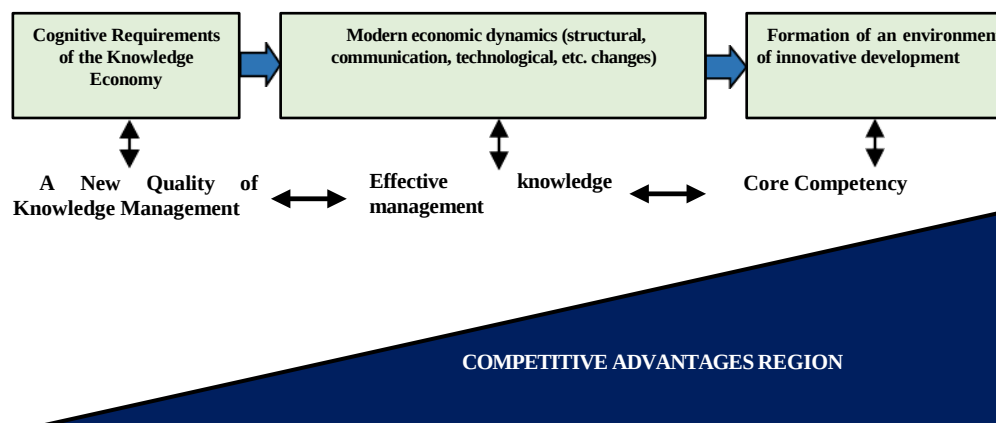


Figure 3. Transforming Knowledge into a Regional Competitive Advantage

To build and activate the environment of innovative development, regional management must have a clear idea of its own capabilities, methods and conditions for bringing the relevant changes into action.

Since the ability to form an environment for innovative development, the creation and effective use of intangible assets, the development of an innovation strategy and other functions inherent in corporate management comes to the fore in the alignment of competitive forces between regions, it becomes expedient to consider the region as a quasi-country-corporation (a corporation). Such a conceptual view is focused on the strategy of identifying additional opportunities to increase competitiveness in conditions where its position (competitive position) turns out to depend on the potential for creating and using competitive

advantages based on the imperatives of the knowledge-based economy.

Within the framework of this conceptual approach, regional management should rely, on the one hand, on the principles of compatibility and inseparability of socio-economic-interests, values, goals, motives of the regional community, and on the other hand, be interested in intensifying innovative activities to achieve an appropriate level of competitiveness of the regional economy, ensuring its effective functioning. Concretizing the practical tasks that arise in the In this regard, before the management of the region, we note the need to create regional development institutions, the formation of innovative production and-technological infrastructure, communication relations and ties of innovative activity, as well as the development of innovative culture, and a number of others.

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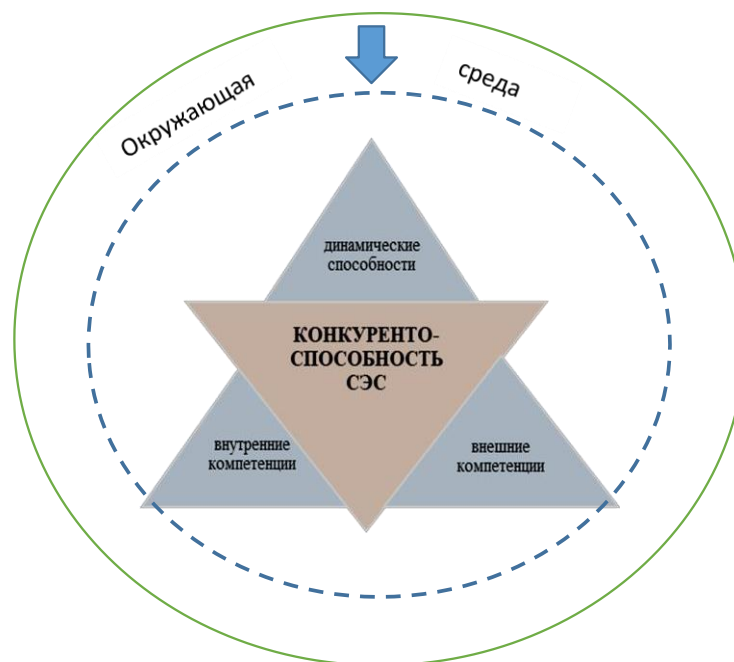


Figure. 4. Key factors that ensure leadership in competition in the new economy
by N. Nonaki, H. Takeuchi, B. Godin, D. Bell

In the context of the above, the contribution of a number of theories of knowledge management to the identification of sources of competitive advantages in the new economy, which is associated with the works of such researchers as I. Nonaki, H. Takeuchi, B. Godin, D. Bell and others, is of particular interest.

The authors prove that the probability of forming sustainable competitive advantages in the EP is possible only if you choose a development model based on the creation and strengthening of your competencies, both internal (knowledge, skills, abilities, etc.) and external (effective communication with suppliers, etc.), as well as the activation of your dynamic abilities (quick adaptation to changes in market conditions and timely use of the potential of competencies).

Figure 4 presents the key factors that ensure leadership in competition in the new economy.

Indeed, the development of dynamic capabilities, as well as the possibility of forming innovative potential as a result of the coordination of all areas of activity (knowledge/innovation management, marketing, customer relations, production, logistics, personnel management, etc.) are the most important factors in ensuring competitiveness. However, such abilities can be easily imitated, which actualizes the need for the formation of key (distinctive) competencies.

Among the first to talk about distinctive competencies was C. Andrews, who argued that "the distinctive competencies of a company are more than what it can do; it's something it can do particularly well." In his opinion, companies should "identify the skills that underpin any success achieved" and "find or

create skills that are- truly distinctive."

Key competencies (internal and external), being factors that provide sustainable competitive advantages, are difficult to imitate. They are formed as a result of a combination of advanced production and IT technologies, creative management methods, collective learning, and increasing communication efficiency between various structural elements and business units of the SES.

According to a number of researchers, the key competence is formed as a result of combining three components, such as technology, management (the whole company and/or between its business-units), mutual learning (at all levels and/or business-units). The formula of the key competence proposed on the basis of this approach is as follows: Key competence = Technology x Management process x Collective learning

The presence of a direct relationship between technology, management and the learning environment suggests that in order to improve the management of key competencies of the SES, it is necessary to focus on improving the quality of organizational capital (organizational knowledge). Of considerable interest is another resource concept for the formation of sustainable competitive advantages, in particular, the innovative ideas of such representatives as G. Hamel and K. Prahalad, ensuring the competitive advantages of companies of the XXI-century, in which the main way to achieve and maintain a leading position is a combination of unique and hard-to-copy internal resources of the company. According to K. Prahalad and G. Hemel, in order for competencies to be "key", they must meet three

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criteria, namely:

- offer real benefits to customers;
- be difficult to imitate;
- provide access to multiple markets (Figure 5).

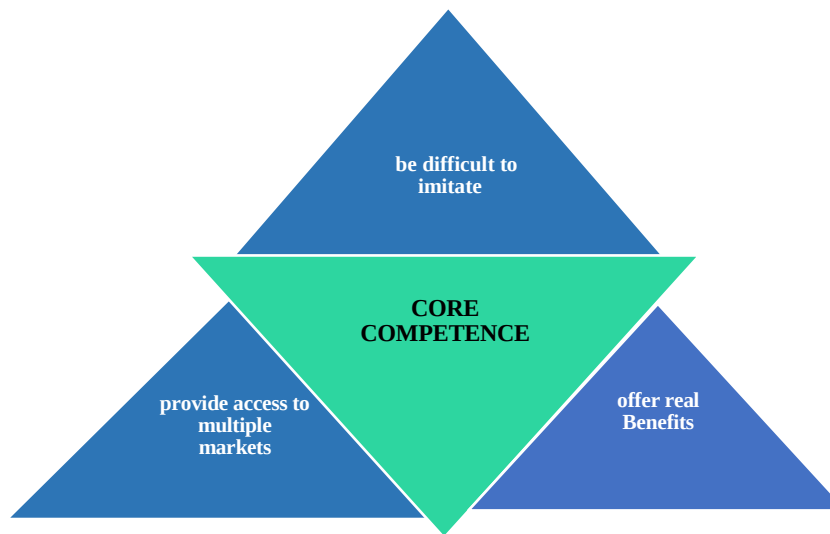


Figure 5. Criteria of key competence according to K. Prahalad and G. Hamel

The authors argue that the "era of progress", i.e. linear development and step-by-step changes (evolution), ended with the twentieth century. The economy and business have entered the stage of revolutionary upheavals: initially-, revolutionary firms will take away their consumers and markets from traditional enterprises/companies, then the best employees and, finally, their assets. then it is easy to "lose the future". In order to get into the future and hold on, it is necessary to leave almost everything that made up the basis of management in the twentieth century (we are talking about step-by-step changes, organizational training, restructuring and restructuring, short-term gains as a result of cost reduction, and even efficiency). Competition is no longer "efficiency versus inefficiency," "product versus product," a "thin" firm versus a "thick" one, and so on, but "nonlinear" versus "linear" innovation.

According to G. Hamel, K. Prahalad, G. Thomas, D. O'Neill, wealth and prosperity will be brought by non-linear innovations, non-standard solutions and fundamentally new types of business. For example, the development of the Internet services market-has required new organizational forms and real-time management. Strategic flexibility (the ability to quickly change the product, distribution channels, etc.) is certainly important, but it is also ineffective when it comes to new business. What can

happen to the company in the future, it is necessary to design the future, i.e. to manage it.

Summarizing the above, Figure 6 shows the ways to increase regional competitiveness, which, based on the development of key competencies, are associated with effective knowledge management, the development of intellectual capital, intangible assets and dynamic economic capabilities of the region.

In the system of measures to ensure regional competitiveness, the justification for the development of a development strategy aimed at achieving sustainable competitive advantages, we have identified such key competencies as:

- leadership in the management of the formation and use of intellectual capital and intangible assets as a result of the development of effective mechanisms for the generation, accumulation, transfer (exchange) and commercialization of knowledge;
- superiority in the formation of an innovative environment that contributes to the introduction of own (or attracted) innovative technologies, increasing the efficiency of communication capital, network interactions;
- advantages in attracting, using and motivating the intellectual-creative potential of highly professional personnel.

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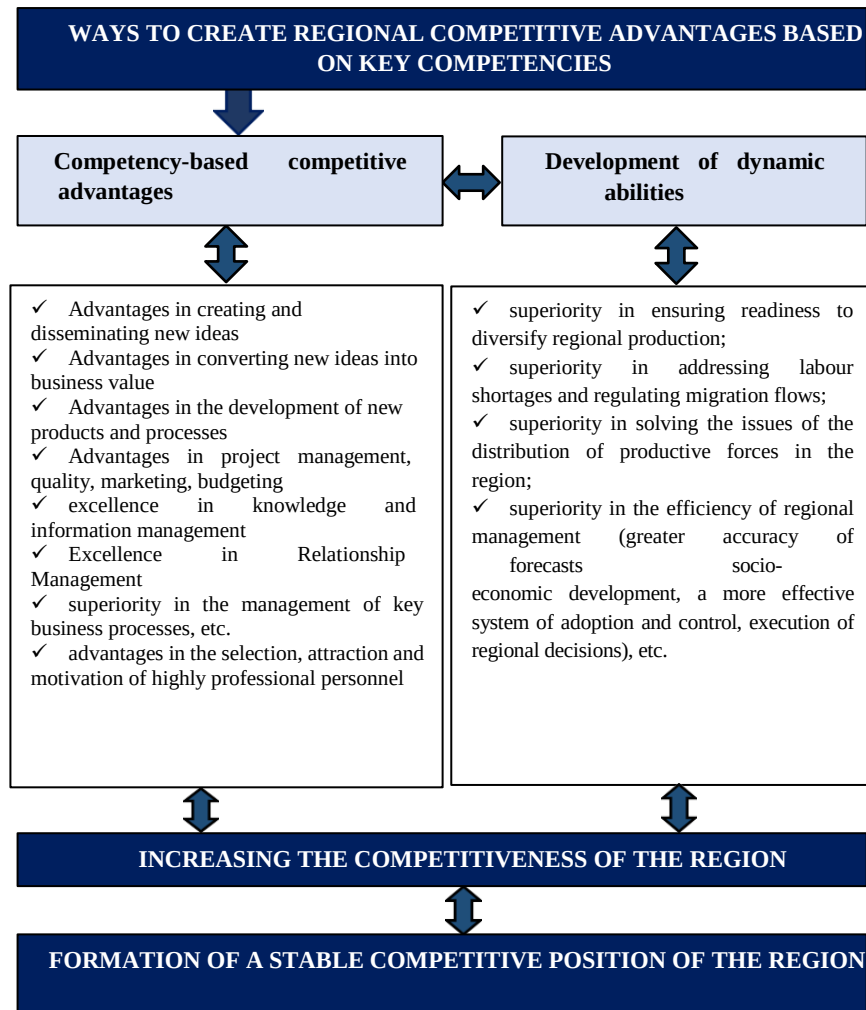


Figure 6. A Model of the Relationship between Competitive Advantages and Regional Competitiveness in the New Economy

In achieving and maintaining a favorable competitive position in the region, the role of such dynamic abilities as:

- superiority in the potential for adaptation to changes in the external environment, and often their anticipation to ensure that the parameters of the regional SPP correspond to the changing conditions of competition;
- superiority in readiness to diversify regional production;
- superiority in solving the problems of regulating migration flows, eliminating the shortage of labor force;
- superiority in solving the problems of the distribution of productive forces in the region;
- superiority in the efficiency of regional management, etc.

Thus, despite the fact that today significant experience has been accumulated in taking into account various aspects of the formation of regional competitive advantages, further research is required on the key factors contributing to the sustainable

growth of the regional economy based on an innovation-oriented development model, as well as the development and effective use of advanced management technologies, methods and tools that contribute to increasing the competitiveness of the region and achieving on this basis, a strong competitive position.

In general, the process of ensuring regional competitiveness is complex and multifaceted, it is due to the action of a significant number of factors that change the face of the modern economy. To achieve long-term competitive advantages, regional management should be clearly focused on continuous improvement of the management efficiency of key personal, communicative, business-competencies and dynamic abilities.

Based on the results of the study, it can be concluded that in the new economy, ensuring regional competitiveness is possible only as a result of achieving superiority in the generation and use of knowledge as a key business-asset that has a multiplier effect on the level of efficiency of the use

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of other factors of production, as the basis for creating goods and services that are in demand on the market. Today, this is becoming the technology that allows regions to occupy and maintain an advantageous competitive position. The transition to an innovative type of economic development is associated with an unprecedented complication of the structure and nature of the interaction of socio-economic, production and technological systems and processes, as well as the prevalence of the role of science and its entire infrastructure in ensuring the expanded reproduction process.

Studying the current state of the innovation process in Russia and its regions, it should be noted that it is characterized by:

- low level of innovative activity of economic entities in various industries;
- imbalance in the development of the main components of innovation potential;
- non-compliance of the subjects of innovative activity, both in terms of quality and quantity of tasks to be solved;
- low level of fundamental and applied sciences;
- weak financing of innovation activities. For

Russia, the decisive factors due to which it is planned to reverse negative processes and achieve a breakthrough in socio-economic-development are formulated in the "Main Directions of Activity of the Government of the Russian Federation for the Period up to 2035". These are:

- increasing the economic activity of the population and increasing the labor force;
- improving the quality of investments in fixed assets and increasing their volume to 25% of GDP;
- improvement of the investment climate;
- infrastructure development (transport and energy);
- creating a trusting environment, maintaining financial stability;
- increasing labor productivity and the efficiency of the labor market;
- creation of conditions for the development of small and medium-sized businesses;
- increasing the competitiveness of domestic products in world markets, active development of exports of services.

The key forecast parameters for their implementation are shown in Table 2.

Table 2. Key Forecast Parameters

Indicators	2018	2019	2020	2021	2022	2023	2024
GDP, in %- of the previous year	1,8	1,3	2,0	3,1	3,2	3,3	3,3
Investments in Fundamentals-Capital in % of the previous year	2,9	3,1	7,6	6,9	6,6	6,4	6,1
Unemployment, % of labor force	4,8	4,8	4,7	4,7	4,6	4,6	4,6
Average inflation per year, % of the previous- year	3,4	4,3	3,8	4,0	4,0	4,0	4,0
Urals oil, US dollars per barrel, average per year	69,6	63,4	59,7	57,9	56,4	55,1	53,5
Exchange rate of rubles- per US dollar, average per year	61,6	63,9	63,8	64,0	64,7	66,3	68,0

Investments in fixed assets have been identified as the main factor of innovative development, the main priorities have been set for financing the development of transport and energy infrastructure, the introduction of critical technologies, technologies in the field of artificial intelligence, digitalization of the economy, and stimulation of import substitution. It is planned that a spasmodic increase in investment in fixed assets (up to 7.6% in 2025, and then more than 6.1% annually) can stimulate economic growth, which will contribute to the growth of wages, which will solve the problem of poverty of the population.

The Government of the Russian Federation intends to increase the share of investments in fixed assets in GDP to 25% in 2035 by introducing:

- stable tax conditions;
- predictable tariff regulation;

- reduction of conditionally-procedural risks of entrepreneurial activity;
- completion of the reform of control and supervision;
- development of competition;
- a decrease in the share of the state in the economy.

There is every reason to believe that even if it is possible to provide the necessary amounts of financing, the listed measures will not be able to ensure accelerated economic development of Russia in the period up to 2035.

- low tax burden;
- attractiveness for foreign capital;
- absence of unfavorable geopolitical factors;
- attracting foreign investment in the most promising sectors of the economy;

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- greater export orientation of priority industries;
- import of advanced technologies.

The sanctions confrontation, the slowdown in the global economy, and insufficiently high oil prices will be additional negative factors for the Russian economy.

A comparative analysis of the main indicators characterizing the current conditions for the intensification of economic growth and innovative development in Russia in the leading international ratings Global Competitiveness Index (GCI), Doing Business (DB), Global Innovation Index (GII) indicates that its position is rather modest, although there has been some improvement in recent years.

The World Economic Forum (WEF) has been calculating the Global Competitiveness Index (GCI) annually since 2024, which takes into account the factors that determine long-term growth (a set of institutions, policies and factors that determine the level of productivity). The methodology for calculating the GCI index has changed many times. The latest changes to the methodology for calculating the index were made in 2018 in order to take into account the new factors of competitiveness that are becoming especially important in the era of the Fourth Industrial Revolution. According to the accepted methodology for compiling GCI 4.0, the WEF defines

competitiveness as a set of institutions, policies, factors that affect the level of a country's productivity and calculates this index based on 12 "components of competitiveness" – key dimensions that are significant for productivity. These components are:

- institutions,
- infrastructure,
- digitalization,
- macroeconomic stability,
- public health,
- skills and competencies,
- market of goods and services,
- labor market,
- financial system,
- the size of the domestic market,
- entrepreneurship and innovation potential.

To calculate GCI 4.0, the WEF uses publicly available and proprietary specialized data on 103 different indicators, including the results of a large-scale annual survey of company CEOs. In 2024, CEOs of almost 17000 companies in 139 countries, including 278 companies in 20 Russian regions, were surveyed.-the leaders of the rating remain almost unchanged: Singapore, the USA, Switzerland, Sweden, Japan, Finland, Germany (Table 3).

Table 3. Place of Russia and a number of countries in the global competitiveness index 4.0 (GCI 4.0 2025 Rankings), 2025

Oct. 2025			
Country	Rating (0 to 100)	Place in Global Ranking	Change from 2024
Singapore	84,8	1	+1
USA	83,7	2	-1
Japan	82,3	6	-1
Germany	81,8	7	-4
United Kingdom	81,2	9	-1
Canada	79,6	14	-2
France	78,8	15	+2
Spain	75,3	23	+3
China	73,9	28	-
Italy	71,5	30	+1
Russia	66,7	43	-
India	61,4	68	-10
Brazil	60,9	71	+1
South Africa	62,4	60	+7

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In 2025, the leaders of the rating were the "Asian tigers": Singapore (1st-place) and Hong Kong (3rd-place), the United States, losing the championship to Singapore, took 2nd-place. Japan (6th-place) and European countries (the Netherlands, Switzerland, Germany, Sweden, Great Britain, Denmark) are also in the top ten. which have improved their performance this year.

Russia is present in the top half of the rankings in such indices as "Market Size" (-6th place), "Implementation of Information Technologies" (22nd-place), "Innovation Potential" (32nd-place), "Macroeconomic Stability" (43rd-place), "Infrastructure" (50th-place), "Business Dynamism" (53rd-place), "Higher Education and Vocational Training" (54th-place), "Labor Market Efficiency" (62-place). The weak position of Russia's competitiveness turned out to be such factors as:

"Public Institutions" (74th-place);

Market Efficiency of Goods and Services (87th-place);

"Development of the financial system" (95th-place);

"Health" (97th-place)

An analysis of changes in the competitiveness of the Russian economy for the period 2018–2025 showed a steady trend towards an improvement in its position among other countries of the world (Figure 7).

The improvement of Russia's position in the GCI rating (from 58th place in 2018 to 43rd in 2024/2025)

is largely due to the IMF's revision of currency purchasing power parity estimates, as well as low starting indicators. At the same time, a number of WEF experts singled out "a high level of macroeconomic stability, increased indicators of business regulation and domestic competition" as factors that had a positive impact on the country's rating.

In 2025, despite the growth of the absolute value of the index, Russia's position in the ranking of countries has not changed. Improvements have been made this year in the areas of digitalization, strengthening innovation capacity, improving labor market efficiency, and macroeconomic stabilization. At the same time, assessments of the development of public institutions, markets for goods and services, as well as skills and competencies (especially those necessary for successful competition in the future) deteriorated, which ultimately did not allow Russia to improve its position in the ranking.

The World Bank annually determines the rating of countries in terms of the conditions for doing business developed in 2002 using the "Doing Business" indicator (DB). In the DB 2024 rating, Russia was in 40th place, and by 2025 it had improved its position, taking 35th place out of 190 compared countries.

Corruption, high tax and credit rates, lack of qualified personnel, and inefficiency of the state apparatus were named as key problems in the World Bank report.

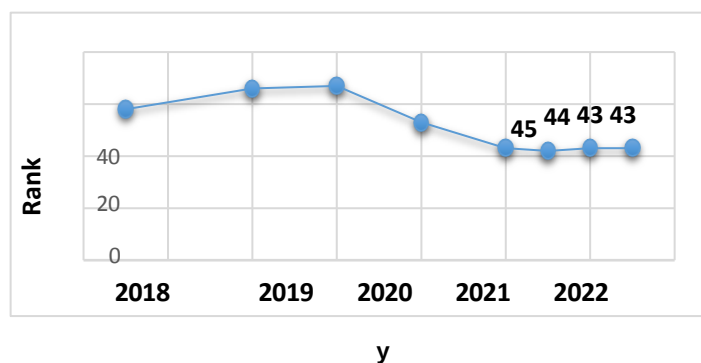


Figure 7. Graph of the dynamics of the GCI rating of Russia for the period from 2018 to 2025

In the Global Innovation Index (GII), which has been calculated since 2007 on the basis of 80 indicators grouped into seven groups, Switzerland holds the leading position for 129 countries for the second year in a row. The United States has moved up 3 positions in the ranking over the past year (from 6th

place to 3rd). Germany took 9th place in the ranking, the UK and Japan decreased their positions and in 2025 took 5th and 15th places, respectively. In 2025, Russia remained in 46th place in the overall ranking of countries in the world (Table 4).

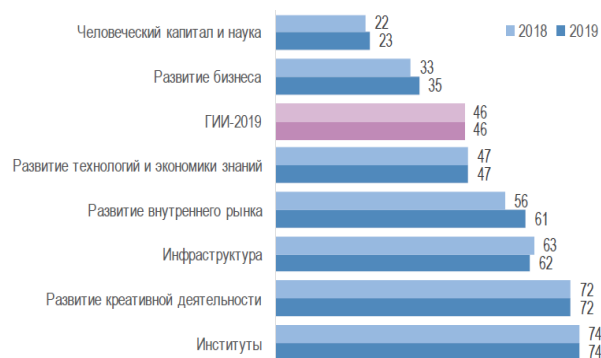
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Table 4. Global ranking of a number of countries of the world and Russia according to the Innovation Index, 2025 (data for 126 countries)

Country	Oct. 2018		Oct. 2025	
	Rating (0-100)	Place in the global ranking	Rating (0-100)	Place in the global ranking
Switzerland	68.40	1	67,24	1
USA	59.81	6	61,73	3
United Kingdom	60.13	4	61.30	5
Finland	59.63	7	59,83	6
Germany	58.03	9	58,19	9
China	53.06	17	54,82	14
Japan	54.95	13	54,68	15
France	54.36	16	54,25	16
Canada	52.98	18	53,88	17
Spain	48.68	28	47,85	29
Italy	46.32	31	46,30	30
Russia	37.90	46	37,62	46
India	35.18	57	61.30	52
Brazil	33.44	64	33.82	66
South Africa	35.13	58	32.93	68

Among the BRICS countries, this is the second place after China (14th place is quite comparable to the rating of almost all G7 countries), while overtaking India (57/52 place), South Africa (58/68

place), Brazil (64/66 place). Figure 8 shows the overall rating of Russia in the GII and positions in the main components of the innovation index for 2018-2019.



* Количество стран: 2018 г. – 126; 2019 г. – 129. По каждому элементу возможно получение первой позиции.

Figure 8. Russia's positions in GII – 2018 and GII - 2025 by elements of the innovation index

Despite the insignificant (from 3 to 5 points over the past two years) growth in the indicators shown in the figure, such low ratings of Russia in the GII indicate the need to implement comprehensive economic transformations.

Russia's weakest positions are associated with

indicators that characterize the scale of the results of activities in the field of science, technology and innovation, and their use.

The Russian institutional environment is a destabilizing factor in increasing competitiveness on the basis of innovations (Table 5).

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Table 5. Assessment of Institutional Conditions for Increasing National Competitiveness (Decomposition of M. Porter's "Diamond Model")

Conditions for strengthening competitiveness on the basis of innovation on the four sides "Diamond Models" by M. Porter	Russia's place in the GCI, 2024 (among 148 countries)
Conditions for the development of production factors (creation of innovations): – price and other structural imbalances in the allocation of resources; – rent-seeking behavior of the authorities; – administrative arbitrariness, violation of norms/law; – increase in transaction costs; – lack of incentives to increase labor productivity	119
Environment for the development of competition and competitive business: – excessive government intervention in the market; – corruption as an element of the system of state regulation; – ample opportunities for cartel agreements; – monopolism and the practice of sectoral seizures; – Curtailment of companies' interest in innovation	116
Conditions for the development of the structure of demand (need for innovations): – the growing income gap between social groups; – growing consumer distrust in business and government; – the conflict between personal gain and the creation of public goods	101
Environment for the formation of clusters and other innovation ecosystems: – lack of institutions to support horizontal relations; – inhibition of cooperation-due to the low quality of suppliers' services; – unreliability of the rules of the game for the development of business- communications; – the rigidity of bureaucratic verticals and the weakness of the management system; Inefficiency of state support for new entrepreneurship	112

The three main areas in which Russia needs to improve its position are transparency (in 2025, the Russian Federation ranks 116th-in the ranking for this indicator), freedom of the press (122nd-place) and conditions for the development of the structure of demand (the need for innovation) (101st-place).

From the point of view of the behavioral theory of economic development, in the structure of the economy, which affects innovative behavior, it is customary to single out such factors as the quality of the sectoral structure, the quality of the monetary system and the behavior of investors, etc. This is one of the reasons why firms, countries, and regions strive to have differences – this ensures their competitiveness. Taking into account the above, it should be noted that the sectoral structure of the Russian economy differs significantly from the economies of developed and developing countries.

Table 6 shows the average values of the shares of the main industries in GDP at the beginning (2018) and beginning (2025) for 10 developed OECD

countries-(Austria, Spain, Italy, Canada, Korea, the USA, Finland, Sweden, Japan, Germany) and forecast indicators for 2026 in Russia.

Despite the fact that the service sector and finance form the basis of modern economies in many countries (about 50% of GDP), nevertheless, the manufacturing industry still remains a driver of technical- and economic development, ensuring its sustainability. The leading role in ensuring the economic growth of the manufacturing industries is due to the high level of labor productivity and the effect of economies of scale, innovation, the presence of direct and reverse intersectoral ease of integration into global production systems, and a positive impact on social aspects. The share of the contribution of the manufacturing sector of the economy to the creation of GDP is declining, the country continues to develop according to a scenario that does not create prerequisites for accelerating growth and social progress.

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Table 6. Average values of the sectoral structure of GDP of the developed countries of the Organization for Economic Cooperation and Development and Russia, (%)

Industries	OECD countries*		Russia
	Oct. 2018	Oct. 2025	Oct. 2026
Agriculture, hunting, forestry and fishing	9,6	1,6	3,9
Mining	1,5	0,9	8,7
Electricity-, gas- and water supply	2,1	2,6	2,8
Construction	7,2	5,5	6,2
Wholesale & Retail – Restaurants & Hotels	14,5	14,1	18,1
Transport, warehouses and communications	7,6	5,2	7,0
Finance, insurance, real estate and business services	14,3	26,7	16,4
Manufacturing industry	25,4	16,5	12,7
Net taxes on products	-	-	9,5
Other activities	-	-	14,7

The structural crisis of the Russian economy remains one of the main constraining factors for GDP growth, insufficient investment and consumer activity, a slowdown in the growth of the population's standard of living, and other negative phenomena and processes in all spheres of life. The raw materials sector still-retains a leading role in the formation of GDP and the revenue side of the federal budget.

The study made it possible to identify the most relevant reasons for the low efficiency of the development of the innovative potential of the domestic economy, such as:

- Non-competitiveness of the economy in-globalizing world with the long-term consolidation of its technological backwardness;
- lack of consensus on plans for the implementation of the modernization scenario of innovative regional development;
- insufficient efficiency of state and corporate governance mechanisms;
- deterioration of the potential of the financial-and investment sphere;
- lack of investment for radical transformations, the need for large-scale investments in innovation.
- weak integration of various approaches to economics, management, marketing, strategic management in the selection and implementation of the most effective and effective methods of competition in the new economy, as well as the formation and use of competitive advantages based on innovations.

Thus, being one of the largest economies in the world, Russia demonstrates unstable dynamics, which

is especially noticeable when comparing economic development indicators with other countries. In addition, the consolidation of significant financial, intellectual and other resources for the troubled domestic economy is becoming a difficult task to implement. Additional efforts are needed to overcome the inertial mode of operation, which leads to the depletion of the investment potential of business, structural deformations (simplification of the production structure), undermining the possibilities of innovative growth and increasing the competitiveness of the domestic economy.

In the context of the special importance of the innovative orientation of the modern economy, the dynamization of the socio-economic- development of Russia and its regions is possible as a result of the effective use of innovative potential, the creation of conditions for attracting investment, new technologies, and innovative entrepreneurship.

Figure 9 proposes a scheme of the mechanism for the formation of regional competitive advantages based on improving the quality of knowledge management, which can become the basis for building an innovative model for the development of the region.

By the innovation mechanism, we will understand the forms/methods of development, regulation and implementation of innovative activities as a key factor in ensuring the regional IRT in the EZ. The main directions of the implementation of knowledge in the regional economy should be related to:

- introduction of new methods and

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technologies for the implementation of regional innovation strategies;

- development of horizontally-integrated network structures, innovation ecosystems;
- the creation of innovative structures aimed at ensuring a technological breakthrough, through solving problems related to the activation and improvement of innovative activities in the region, the development of scientific and-technical potential, innovative infrastructure, intellectual capital, the

activation of the cognitive environment and the corresponding organizational- and managerial changes based on the specifics of the regional economy;

- the formation of a cult of new knowledge, an innovative type of economic mentality, as well as the complexity and consistency of the implementation of measures to obtain synergistic effects within the framework of the "community of interaction".

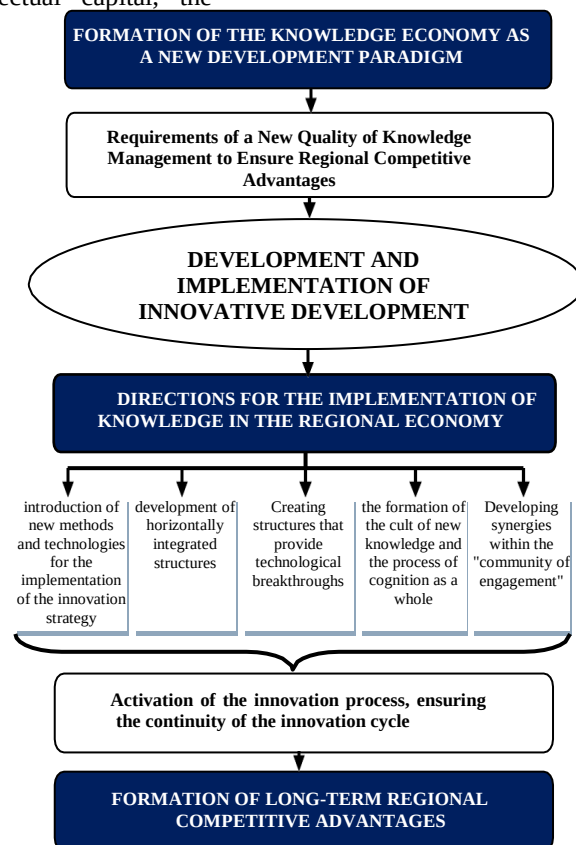


Figure 9. Organizational and Economic Mechanism for the Formation of Regional Competitive Advantages on the Basis of Activation of the Innovation Process

In order to form a new model for increasing the regional IRT on the basis of innovative growth, it is important to turn innovativeness into a permanent critical success factor. Therefore, the concepts and strategies for the development of domestic regions

should be focused on building a continuous innovation cycle that allows for the effective implementation of innovations in practice and their integration into the systems of technological division of labor (Figure 10).

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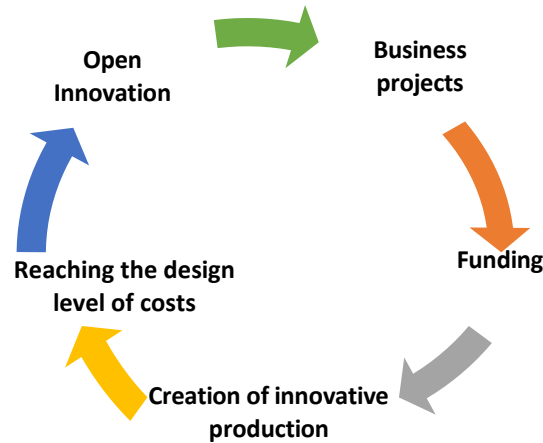


Figure 10. Innovation Cycle of Competitive Development of the Regional Economy

The main directions for the development of the innovative potential of domestic regions should be:

- increasing funding for fundamental research and priority areas of the innovation sphere, implemented on the basis of state programming;
- formation of a favorable business-environment, including as a result of stabilization of the tax and legal systems, increased openness for investment in the innovation sphere, growth of investment attractiveness of high-tech sectors of the economy;
- stimulating competition between innovative companies;
- removal of barriers that limit the growth of innovative activity;

- creation of conditions for the acceleration, development and development of new, competitive products based on modern energy-, resource-saving, environmentally friendly technologies;

- radical modernization of information support, including on the basis of public-private partnership mechanisms;

- deepening the integration of education and science to improve the quality of training for high-tech areas.

The characteristics of the components of the innovation cycle of competitive development of the regional economy are presented in Table 7.

Table 7. Structural elements of the innovation cycle

Open Innovation	Business- projects	Funding	Creation of production and production infrastructure	Reaching the design level of costs
1. New technologies, ways and methods of production organization and management 2. New technology- (means of production) 3. Scientific research (fundamental and applied developments) and other types of innovations	1. Innovative projects 2. Business plans 3. Innovative programs 4. Schemes of cooperation and interaction	1. Budget financing 2. Financing from special extra-budgetary funds 3. Financing from venture funds, business-angels 4. Use of own funds 5. Foreign direct investment 6. Private savings of individuals 7. Crowdfunding and financing- 8. Bank investments	1. Industrial enterprises 2. Small Innovative Enterprises- 3. Technoparks 4. Innovation Clusters 5. Technopolises 6. Business-incubators 7. Networked Innovation Ecosystems	1. Indicators of economic efficiency 2. Budget efficiency indicators 3. Environmental performance indicators 4. Social Performance Indicators

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In various concepts of innovative development presented in the scientific literature (including domestic literature), the questions about the sources, driving forces, organizational form of solving the problems of competitive development of regional economies on the basis of innovations are highly debatable. The only fact that the relevance of choosing one or another paradigm of regional development is determined by the state of basic social institutions, historically formed social-cultural features of the

organizational structure, technological potential, resource availability, availability of knowledge, demographic, geographical, natural and-climatic conditions of the country.

Table 8 presents systematized factors and tools for improving the effectiveness of innovation activities related to the acceleration of the development of physical, social and human capital of regional economies.

Table 8. Factors of Innovative Growth of Regional Economies

Growth of physical capital	Development of instruments for financing, commercialization and capitalization of innovations Development of a system of professional-business promotion of developments "from idea to innovation" Genesis of the Regional Innovation System
Growth of human capital	Development of an education system adequate to the needs of an innovative economy Formation of innovative market conditions ("cult of innovation", value, demand, attractiveness of innovative activity) Formation of a personnel reserve of an innovative economy (formation of a domestic school of innovation management) Improving the innovative culture of the business community Introduction of domestic innovative brands to the market, formation of a national strategy for the creation and promotion of innovative brands.
Growth of social capital	Development and optimization of legislation and other institutions of innovative economy Growth of network forms of business organization Creation of a system of support for the innovative economy by the political and administrative elites of the Russian Federation, a network of consolidated administrative and-political support for innovative activities Formation of information channels and communication space Social-and political projects aimed at supporting innovation

Focusing on the fact that the model of the economy, in which innovation cycles of different durations are interdependent and interrelated with evolutionary transformations

economic structure within the life cycles of key sectors of the economy, it should be noted that it is susceptible to the effects of such external factors as:

- Structural Dynamics of the World Economy (Completion the next cycle of development of the

world economy and the transition to a new technological order);

- Geopolitical Challenges and Threats (Change the geographical configuration of the world centers of global economic influence in favor of developing states at a faster pace);

- man-made processes (achieving critical level of anthropogenic and technogenic impact on the biosphere) (Figure 11)

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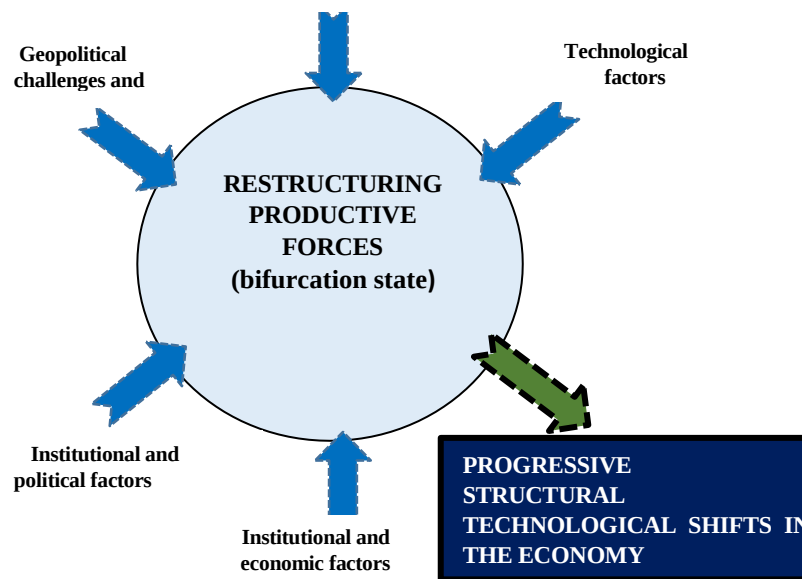


Figure 11. Mechanism of Formation of Positive Structural and Technological Shifts in the Socio-Economic System

In modern conditions of transition to a new technological order, in order to build an effective mechanism for the formation of positive structural and-technological changes, regional SES need to be institutionally (economically, socially, infrastructurally) prepared and politically motivated, capable of making cardinal and non-standard decisions. As practice shows, in order to implement an innovative breakthrough, it is necessary to ensure the growth rate of industrial production (as the determining sector of the economy at a given stage of development) by more than 10% for one and a half to two decades in a row. For example, as was the case in the Republic of Korea in the last century, in China in recent decades, in which the annual GDP growth rate has been from 6 to 13% per year, since 2018.

Thus, the changes taking place in the socio-economic- sphere during the period of cardinal transformations, changes in technological platforms and ways of life pose new serious challenges for economic entities, which are forced to adapt their strategies to the ever-increasing global competition based on innovations.

The main directions for improving the innovative mechanism of competitive development of domestic regions are related to building up the regional innovation potential and all its components, ensuring the involvement of all subjects of the innovation process in innovation networks aimed at the development of high-tech production, creating conditions for the acceleration, development and development of innovative, competitive products in the world market of products, the use of Intensification of innovative activity in the domestic economy requires

not only the attraction of significant financial resources, but also the latest management approaches with the growth of the role of regional authorities in ensuring the competitive development of the subjects of the Russian Federation. At present, the transformation of the economies of Russian regions is taking place in conditions of severe foreign economic pressure. Interregional differentiation, eclecticism and unevenness of the economic space of Russia, raw material (resource) specialization of the economy, strengthening the trend of concentration of economic activity in the central and industrially-developed regions, result in an uneven distribution of investment, labor and other flows across the regions of the country, thereby creating real threats and risks for the modernization of regional economies. As a result, it is necessary to search for effective development models, capable of significantly increasing regional competitiveness, solving the problems of creating "growth points", innovative ecosystems, especially in peripheral subsidized regions, which are characterized by a difficult socio-economic- situation. In order to form an innovative model of competitive development of the Russian economy, which would allow taking into account the emerging trends and patterns of modern social dynamics, it is necessary:

- to ensure the coordination of the actions of authorities at different levels to concentrate limited resources on justified regional development priorities;
- minimize duplication and fragmentation of federal funding;
- to create a clear investment profile of each constituent entity of the Russian Federation, using local

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competencies, implicit knowledge of local communities about their own production potential, the technologies used and the market niches occupied.

An important role in this process is assigned to regional authorities, which must correctly determine priorities and select an adequate set of innovation policy tools. For Russia, which consists of 85 subjects that differ in natural-resource and technological potential, the level of -socio-economic development, historically established traditional institutions, demographic, socio-cultural, geographical and other differences, the solution of these issues are of particular relevance.

At the same time, the analysis of the shortcomings of the current state of innovative development of domestic regions revealed:

- First, poor coordination of activities both between regions and between different levels of government. In the strategies, forecasts and initiatives developed and presented at the federal level, regional projections are vaguely outlined.

second-, the low quality of regional development strategies developed in isolation from global socio-economic-, structural, and-technological trends and insufficient use of the comparative advantages of other regions. The consequence of this is a decrease in the diversity of regional strategies with excessive duplication of priorities, inefficient use of budget funds and the emergence of the wrong signals for private investors;

thirdly-, the presence of such barriers to efficiency as weak interdepartmental and inter-level coordination, lack of financial security.

These problems are exacerbated by the systemic challenges of the country's spatial development, which-is still characterized by historically established imbalances in regional labor markets, inefficient placement of production and infrastructure without taking into account supply and demand in regional markets, and a lack of interregional cooperation. All this results in the prevalence of the inertial scenario of regional development.

As a result, one of the most important tasks of modern regional policy is the search for a new non-resource model of economic growth, the development of effective methods for creating, developing and using competitive advantages based on the acceleration of the innovation process.

In the context of the special importance of the innovative orientation of the modern economy, the dynamization of economic growth is possible through the intensification of innovative activity, the formation and effective use of the innovative potential of the regions, the establishment of interregional cooperation, and the optimization of the spatial organization of regional infrastructure. Which, in fact, involves the solution of a number of key tasks:

- turning innovativeness into a constant critical factor of success;
- integrated development of such types of capital as physical (industrial, financial), human and social capital;
- creation of a network of regional growth zones (RZZ) as institutional innovations of state support for the development of the region's economy through the creation of conditions for attracting investment, new technologies, innovative entrepreneurship.

For the first time, the problem of rethinking the concept of regional development on the principles of smart specialization was articulated at the political and research level in the European Union. A directive from the European Parliament formally defined smart specialization strategies as setting priorities for creating a region's competitive advantage by matching the strengths of research and development with business needs. This allows us to respond to emerging market opportunities and trends in a coordinated manner, avoiding duplication and fragmentation of efforts. The mission of smart specialization is that each region must find its own justifiably unique path of development. Uniqueness is achieved by combining internal knowledge (personalized, not available outside the region and obtained from local communities) with external knowledge (global trends, strategies of other regions, priorities and programs at the (above) national level). The algorithm for developing a regional strategy based on the principles of "smart specialization" is presented in Figure 12.

This approach sets general requirements for the choice of development priorities by the regions, the most significant of which are:

- reliance on local competitive advantages;
- validity using verifiable performance indicators;
- interdisciplinary focus (the unique competencies of the region are at the junction of specialization industries, their combination with new fast-growing scientific areas in which the region is a leader);
- orientation towards future markets and technologies;
- taking into account the strengths and specializations of other regions, including abroad;
- coherence with national priorities;
- orientation to solving major social problems facing the region.

In this context, the federal authorities should be focused on supporting regional management in terms of:

- development of unified rules for the selection of priorities using a single system of classifiers;

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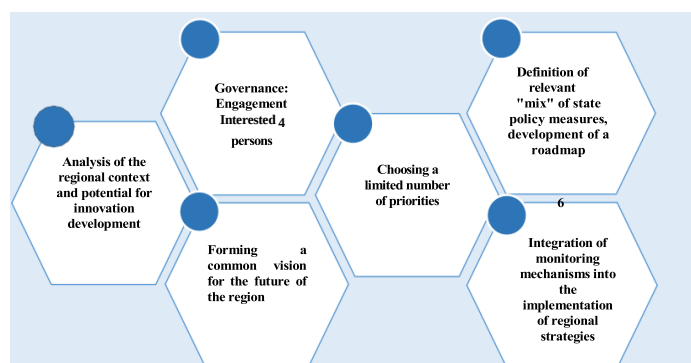


Figure 12. Sequence of development of a regional strategy based on the principles of "smart specialization"

- the creation of a database of regional priorities and projects;
- development of tools for comparing regions by a wide range of parameters;

Providing methodological and expert support to regional teams, as well as the formation of effective communication between different levels of government on the identification/updating of regional development priorities.

Taking into account the undoubted importance of developing a modern mechanism for enhancing innovation activity in the regions on the basis of effective management of their innovative development, in Figure 13 we propose a model for the development and implementation of programs for innovative development of the region (PIRR).

When building this model, we proceeded from the assumption that the country's competitiveness can be achieved as a result of structural diversification of

the economy based on the principles of smart specialization, focusing on identifying development priorities for different types of regions and developing an adequate set of tools for enhancing innovation activities according to their profile.

The proposed model for the development and implementation of the PIRR also provides for the possibility of involving various stakeholders of the innovation process in the implementation of the selected (of one or another type) program.

One of the methodological approaches to identifying innovative priorities for the development of the regions of the Russian Federation on the principles of smart specialization is their typology, taking into account the competitive advantages and existing specialization of each region. Such a typology of regions was built for the USA, Canada, and the EU. For example, for the EU, based on a group of indicators, three main groups of regions were identified using cluster analysis:

- centers of knowledge concentration;

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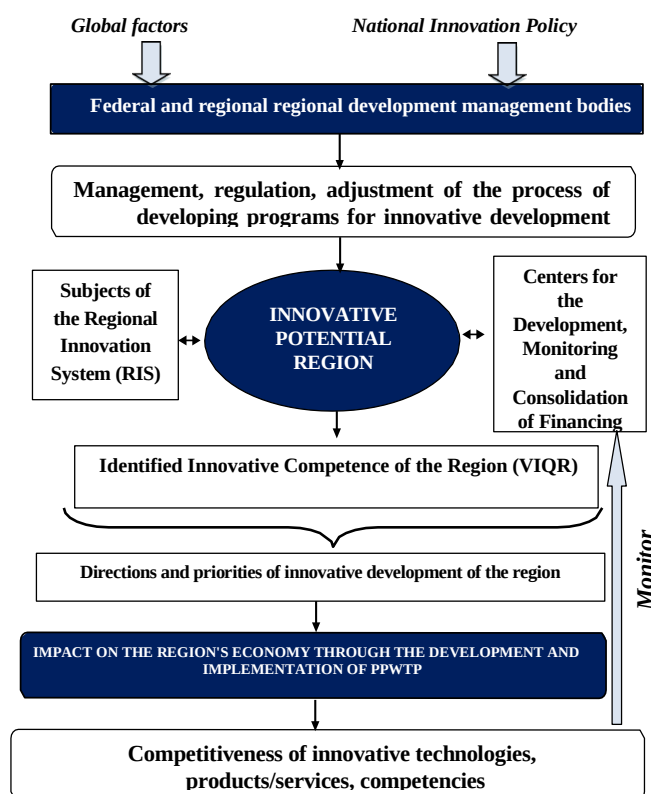


Figure 13. Model of development and implementation of programs for innovative development of regions

- industrially-producing regions;
- regions whose economic development is not based on the creation or implementation of new technologies.

In relation to the regions of Russia, the results of similar calculations are presented in the works. At the same time, in domestic practice, the mechanisms of analysis based on the principles of smart specialization, which would make it possible to identify the most promising areas of activity and focus on them, have not been properly distributed.

The purpose of our typology was to identify regions of different innovative potential with different degrees of development of system elements of the emerging knowledge economy and different positions on the "supply-demand axis for new knowledge and

technologies".

Clustering was carried out in two stages. At the first stage, the values of internal regional demand and internal supply of new knowledge and technologies were calculated, at the second stage, the grouping of Russian regions on the basis of quantitative homogeneity (by the value of supply and demand for new knowledge and technologies). The calculation of supply and demand indicators for new knowledge and technologies in the Russian regions was carried out using a multivariate average of the partial indicators given in Table 8 according to Rosstat data for 2024.

As a method for clustering homogeneous groups of regions, the method of a given number of groups according to the criterion of minimum Euclidean distance was used.

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Table 8. Indicators for assessing the supply and demand for new knowledge and technologies in the regions of Russia

Indicators of demand for new knowledge and technologies	Supply indicators
Import of technologies and services of a technological nature	Number of organizations providing training for undergraduate/postgraduate/doctoral students
Number of organizations that have carried out research and development	Number of employees engaged in research and development
Internal R&D Costs	Number of researchers with advanced degrees
Number of Advanced Manufacturing Technologies Used	Grant of patents
Costs of technological innovation	Number of Advanced Manufacturing Technologies Created

Such systematization is aimed at solving the problems of expanding the possibilities of qualitative and quantitative analysis of the selected homogeneous groups of regions and determining priority areas for their development on this basis.

Table 9 presents the five clusters of the regions of the Russian Federation, which differ both in the values of the indicators of supply and demand for new knowledge and technologies, and in the ratio of the corresponding indicators.

Table 9. Results of clustering of Russian regions

No Cluster	Average value of the demand indicator	Average Value of the supply indicator	Regions included in the cluster
1	4,48	3,43	Moscow, Moscow Region, St.- Petersburg, Nizhny Novgorod Region, Sverdlovsk Region, Novosibirsk Region, Republic of Tatarstan,
2	0,97	1,38	Voronezh Region, Krasnodar Territory, Rostov Region, Tyumen Region, Republic of Bashkortostan, Samara Region, Saratov Region, Krasnoyarsk Territory, Kemerovo Region, Omsk Region
3	1,15	0,59	Kaluga Region, Tula Region, Yaroslavl Region, Leningrad Region, Volgograd Region, Republic of Mordovia, Chuvash Republic, Perm Territory, Kirov Region, Penza Region, Kurgan Region, Irkutsk Region, Chelyabinsk Region, Krasnoyarsk Territory
4	0,42	0,39	Belgorod Region, Vladimir Region, Ivanovo Region, Kursk Region, Lipetsk Region, Oryol Region, Ryazan Region, Tambov Region, Tver Region, Komi Republic, Vologda Region, Kaliningrad Region, Murmansk Region, Novgorod Region, Republic of Dagestan, Stavropol Territory, Astrakhan Region, Udmurt Republic, Orenburg Region, Altai Territory, Trans-Baikal Territory, Tomsk Region, Primorsky Territory, Khabarovsk Territory, Ulyanovsk Region
5	0,12	0,13	Bryansk Region, Kostroma Region, Smolensk Region, Republic of Karelia, Arkhangelsk Region, Pskov Region, Republic of Adygea, Republic of Ingushetia, Kabardino-Balkarian Republic, Republic of Kalmykia, Karachay,-Cherkess Republic, Republic of North Ossetia,-Alania, Chechen Republic, Republic of Mari El, Republic of Altai, Republic of Buryatia, Republic of Tyva, Republic of Khakassia, Republic of Sakha (Yakutia), Kamchatka Territory, Amur Region, Magadan Region, Sakhalin Region, Jewish Autonomous Region, Chukotka Autonomous Area

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The first cluster consists of regions with the highest values of supply and demand for new knowledge and technologies that are socially-developed, positioned as centers of the new economy.

The second cluster includes research- and production regions, which can be characterized as centers of competence in the high-tech sphere.

The regions of the third cluster are characterized by a focus on domestic demand, borrowing and introducing new technologies and products more than their creation. These are centers with medium innovation potential, specialized in a number of scientific- and production sectors.

The fourth cluster includes regions with a relatively low level of both socio-economic-development in general and the development of the main systemic components of the knowledge economy, where innovation activity is limited, and new technologies are introduced little.

The fifth cluster consists of underdeveloped peripheral regions characterized by low innovation potential. It united almost all underdeveloped

peripheral regions of Russia.

Table 10 presents the most appropriate tools to support innovation activities for the regions included in a certain cluster.

The results of the above clustering of Russian regions make it possible to identify possible areas of activation of innovation activity common to cluster groups, to determine measures to increase their competitiveness in the context of actualization of the innovative type of development.

For specific regions, the presented typology can be clarified subject to the preliminary identification of the scientific and -production specialization of the region with subsequent scientific and -technological forecasting, the development of relevant measures to support innovation within the framework of the PIRR.

The practical significance of the proposed clustering of domestic regions lies in the possibility of forming a differentiated approach to the subjects of the Russian Federation, the search for each of them the optimal combination of those measures that are more effective in a particular direction of development.

Table 10. Types of Regions and Tools for Enhancing Innovation Activity

Cluster number and type	Tools
1 Cluster Centers of the New Economy	Active support and formation of innovation clusters. Policy for the creation of interactive innovation infrastructure. Support for technology transfer from research-universities and research centers. Support for high-tech and intelligent SMEs
Cluster 2 Centers of Excellence in the High-Tech Sphere-	Active support and formation of innovative clusters in areas of specialization, diversification of industry competencies. Purchase of high-tech products. Development of entrepreneurial universities. Training of technical specialists, engineers Modernization of fixed assets. Support for entrepreneurship, Support for creative industries
3 Cluster Centers with medium innovation potential	Support for the formation of new cluster initiatives, industrial clusters in traditional industries. Support for private initiative. Creation of industrial parks, ready-made investment sites. Diversification of the economy, support for small and medium-sized enterprises
4 Cluster Medium Centers potential with limited- - opportunities for innovative activities	Active social policy measures aimed at increasing human capital. Diversification of the economy. Modernization of fixed assets, support for SMEs. Improving the business climate. Support for intellectual and creative industries
Cluster 5 Centres with low innovation- potential, underdeveloped peripheral- regions	Active social policy measures aimed at increasing human capital. Improving the business climate. Support for SMEs. Intensive monitoring of industrial policy. Social innovations. Support for the dissemination of ICT, network structures

The use of variable tools for enhancing innovation activity in accordance with the types of regions will contribute to the development of the most effective mechanisms for increasing competitiveness, the formation of comparative competitive advantages, as well as increasing the efficiency of budget spending

by prioritizing recipients of state support (i.e., participants in those activities where development opportunities are maximum), which is especially important in the conditions of In-other words, the concentration of resources and efforts on selected areas of excellence ensures a high level of efficiency

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and competitiveness of production. An important role in this process is assigned to regional authorities, which must correctly determine priorities and select an adequate set of innovation policy tools.

Thus, crisis phenomena in the economy require a transition from the paradigm of widespread creation of innovation infrastructure to measures to stimulate innovation activity in accordance with the existing specifics of regional economies.

The use of tools for enhancing innovation activities in accordance with the identified innovative competencies of the region's economy contributes to increasing their competitiveness and the formation of comparative competitive advantages, taking into account the specifics of the innovation potential.

Conclusion

The synergetic approach is designed to solve the problems of increasing competitiveness at a qualitatively new level, based on the notions of discreteness and nonlinearity of economic development. It opens up new directions in the study of complex economic systems, focusing on the study of the processes of self-organization and self-development, which are immanently inherent in their own laws of evolution. At the same time, this does not mean a complete rejection of the traditional approach by the synergetic methodological approach, it partially complements it, improves it, allowing us to study issues related to the cyclicity, nonlinearity of the processes of development and interaction of economic systems, their phase transitions from one state to another under the influence of mechanisms of adaptation to dynamic conditions of the external environment.

In accordance with the principles of the synergetic concept of regional competitiveness management, it is important to correctly identify the development trends (attractors) of complex economic systems in the region, understand the patterns of their dynamics, and then direct them in the direction of development required for each specific system by verified resonance impacts.

At present, being one of the largest economies in the world, Russia demonstrates unstable dynamics, has weak positions in the field of science, technology, innovation, and their use, which are especially noticeable when comparing the relevant indicators with the leading countries.

Additional efforts are needed to overcome the inertial mode of operation, which leads to the depletion of the investment potential of business, structural deformations (simplification of the production structure), undermines the possibilities of innovative growth, and strengthens the competitiveness of the domestic economy. Moreover, it is necessary not only to attract significant financial resources, but also to attract the latest management technologies with the growth of the role of regional

authorities in ensuring the competitive development of the constituent entities of the Russian Federation.

In the work, the main directions of improving the innovative mechanism of competitive development of domestic regions are linked to building up the regional innovation potential, ensuring the involvement of all subjects of the innovation process in innovation networks aimed at the accelerated development of high-tech production, creating conditions for the development and sale of competitive products in the world market, the use of economic integration, etc. methodological approaches to identifying innovative priorities of regional development on the principles of "smart specialization", is the typology of regions taking into account the existing competitive advantages and the existing reproduction conditions in each of them.

In the work on the basis of clustering of domestic regions according to the degree of development of the system elements of the emerging knowledge economy, five groups of regions were identified, differing both in the values of supply and demand indicators for new knowledge and technologies, and in the ratio of the corresponding indicators.

The significance of the proposed typology of domestic regions lies in the possibility of forming a differentiated approach to the subjects of the Russian Federation, the search for each of them the optimal combination of those factors that have developed in the region and allow them to be noticeably more effective in one or another direction of development. The use of variable tools for enhancing innovation activity in accordance with the types of regions will contribute to the development of the most effective mechanisms increasing competitiveness, forming comparative competitive advantages, as well as improving the efficiency of spending budget funds by prioritizing recipients of state support (i.e., participants in those activities where the development potential is maximum), which is especially important in the context of the deterioration of the potential- of the country's financial and investment sphere. For specific regions, the presented typology can be clarified subject to the preliminary identification of scientific-In-other words, the concentration of resources and efforts on the selected areas of excellence ensures a high level of efficiency and competitiveness of production. An important role in this process is assigned to regional authorities, which must correctly determine priorities and select an adequate set of tools for innovative innovation. politics.

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competencies of the region's economy contributes to increasing their competitiveness and forming

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