

SUMMARY

REGIONAL AND SECTORAL ECONOMICS

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The Impact of Digitalization on the Spatial Development of the Novosibirsk Region. P. 3.

The purpose of the study is to highlight the features of digitalization of spatial development using the case of the Novosibirsk region. To achieve this goal, the authors analyze the directions of digitalization, such as: infrastructure and transport logistics; political and legal framework; environmental protection measures; territorial planning; resettlement of residents of territories. By changing technologies, infrastructure and living conditions, digitalization helps create agglomerations. The authors consider an agglomeration as a set of nearby settlements united by industrial, social, and cultural ties, having a single concept of territorial development and centers of advanced development. Using the Novosibirsk agglomeration's advanced development centers as an example, the article describes the results of implementing information and communication technologies (ICT) to optimize logistics, manage cargo flows, maintain aircraft, create civil aviation services, develop regional infrastructure (including information technology), biotechnology and biopharmaceuticals, promote IT projects, plan, control quality and safety of construction, electronic document management, and create ecosystems for stakeholder interaction.

Keywords: spatial development of regions, digitalization, Novosibirsk region, agglomeration, projects, advanced development centers.

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Digital Leadership in the Sustainable Development Goals System: Points of Joint Growth. P.

14.

The paper analyzes approaches to the scientific substantiation of the intellectualization of sustainable development processes. The research demonstrates that current trends in the digital transformation of sustainable development processes are comprehensively covered in the latest scientific research, thereby making an invaluable contribution to the implementation of the Sustainable Development Goals (SDGs).

An analysis of the digital leadership positions of representatives of the financial sectors of Russia and Kazakhstan demonstrates that the ESG transformation of the industrial sector is directly linked to the development of financial technologies that ensure the continuous flow of resources to ensure the effectiveness of the operational, financial, and investment activities of «green» integration participants. The practical implementation of the proposed areas of joint digital growth at the company and regional level relates to several SDGs simultaneously, thereby maintaining the complexity, multidimensionality, and scale of actions. It is concluded that digital interaction between «green» integration participants is a benchmark for sustainable development in the face of growing technological challenges.

Keywords: digitalization, artificial intelligence, sustainable development, ESG transformation, green investments.

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Implementation of Digital Technologies in the Strategy for Managing Production Potential. P.

23.

The aim of this study is to develop a conceptual framework for managing the production potential of an industrial enterprise in the context of digital transformation. The paper addresses the tasks of analyzing the evolution of the conceptual framework, exploring the architectural features of digital manufacturing systems, and assessing changes in operational activities and personnel capabilities. The methodological foundation consists of a set of analytical procedures, including conceptual analysis, a systemic approach, and the comparative method, which allow for viewing management transformation as a multidimensional process. As a result of the study, the author develops a dynamic model of production potential as a cybernetic system, revealing systemic dependencies between technological platforms and management practices, as well as defining new requirements for employee competencies. Strategic guidelines for the integration of digital technologies into the management system are formulated. The results obtained can be applied in the practices of industrial enterprises when developing strategies for digital transformation, designing the architecture of production systems, reorganizing operational management processes, and enhancing personnel potential. The conducted research demonstrates the need to transition from fragmented automation to a comprehensive digital transformation of the production potential management system. This approach allows for considering technological solutions as an integration framework that ensures synergy between the physical and informational components of the production system. The implementation of the proposed principles contributes to increasing the flexibility, adaptability, and competitiveness of industrial enterprises.

Keywords: digital transformation, production potential, strategic management, cybernetic approach, operational flexibility, personnel competencies, industrial enterprise.

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Influence of Urbanization on the Transformation of Business Processes in the APC: Regional Aspect. P. 35.

The article analyzes the impact of urbanization processes on the functioning of the agro-industrial complex of a large industrial center. The article reveals the specifics of conducting agricultural business in an urban agglomeration, which differs from traditional rural areas by high rental pressure on land resources and logistical constraints. It is proved that the digital transformation of business processes is a key tool for intensifying production, which makes it possible to offset the negative effects of urbanization and ensure sustainable productivity growth. Based on the materials of the Novosibirsk agglomeration, the level of digitalization of enterprises was diagnosed using survey methods and expert assessments. The directions of improving the organizational and economic mechanism for supporting digital innovations in the suburban area aimed at reducing transaction costs are proposed. The results of the study can be used by regional authorities to formulate programs for the development of agriculture in the digital economy.

Keywords: urbanization, agro-industrial complex, digital transformation, business processes, Novosibirsk agglomeration, regional economy, efficiency.

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The Evolution of Consumer Cooperation: From Community Traditions to Digital Platforms in a Data Economy. P. 46.

The article analyzes the evolution of consumer cooperation - from traditional community-based forms to modern digital platforms - in the context of the data economy. The study aims to identify the opportunities and risks of the digital transformation of cooperatives while preserving their core principles: voluntariness, democratic governance, and social solidarity. To achieve this goal, historical-genetic, institutional-economic, and quantitative methods were used to trace the continuity of the cooperative model and assess the impact of digital technologies on its development. The results show that cooperatives demonstrate high adaptability, successfully integrating technologies (blockchain, big data, and platform

solutions) to reduce transaction costs and increase transparency. However, the risks of commercialization, bureaucratization, and digital inequality are identified. Recommendations are offered for legal adaptation, the implementation of hybrid models, and the development of digital literacy among shareholders. The findings of the study can be applied to economic policy, legal regulation, and the management of cooperative organizations in Russia and other countries seeking to combine the social mission of cooperation with technological modernization.

Keywords: consumer cooperation, digital transformation, data economy, platform cooperatives, blockchain, institutional development, social mission.

FINANCE

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Features of Analyzing Financial and Economic Indicators of a Vertically Integrated Agricultural Holding. P. 63.

The Russian food industry is a complex and multifaceted sector of the economy, encompassing a wide range of enterprises engaged in the production, processing, and distribution of food products. It is one of the largest sectors of Russian industry, providing the population with essential products and significantly influencing the country's economic development. Following the departure of several Western corporations, the food industry is experiencing business consolidation and an increase in the market capacity of key companies. Therefore, the analysis of financial and economic indicators using consolidated financial statements of large multi-tiered structures is becoming more relevant for the purpose of determining the effectiveness of mergers and acquisitions aimed at expanding the company's operations. The article proposes a methodology for analyzing the financial and economic indicators of a vertically integrated holding company, which includes five stages. The first stage involves analyzing asset dynamics, major M&A transactions that change the number of holding companies, and the dynamics of investments in subsidiaries, associates, and joint ventures. The second stage analyzes goodwill and non-controlling interest, as well as changes in these parameters relative to the balance sheet total based on consolidated financial statements. The third stage examines comprehensive income and net profit indicators reflected in the consolidated statement of comprehensive income, as well as dividend expenses and earnings per share. The fourth stage analyzes cash flows from operating, investing, and financing activities. The methodology is implemented for the vertically integrated holding company PJSC Rusagro Group.

Keywords: consolidated financial statement analysis, IFRS, financial performance, cash flow, goodwill, non-controlling interest, investments in associates and joint ventures.

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Alternative Financing Sources for Consumer Cooperation Organizations and Small Enterprises in a Volatile Environment. P. 76.

The article aims to examine modern sources of financing and investment to support the sustainable development and economic growth of consumer cooperatives and small businesses in the context of current macroeconomic instability caused by geopolitical tensions and sanctions. The purpose of the scientific study is to examine and systematize knowledge about alternative sources of financing and investment mechanisms for consumer cooperatives and small businesses as forms of business interaction in the context of macroeconomic volatility. The paper examines traditional and alternative financing mechanisms, their advantages and disadvantages. Innovative methods and approaches to raising capital, such as crowdfunding and venture financing, and investment from business angels, are considered, which are appropriate for consumer cooperatives as small businesses. Current trends in the use of various forms of business financing are analyzed.

Attention is paid to finding effective solutions to overcome difficulties associated with sanctions restrictions and external shocks. The article characterizes traditional and alternative financing schemes for consumer cooperative organizations and small businesses as forms of business interaction in conditions of macroeconomic volatility and sanctions.

Keywords: consumer cooperation, small enterprises, alternative sources of financing, volatility, sanctions, crowdfunding, and business angels.