

organization to the cost of a similar service on the market, and the Y-axis shows the qualitative characteristics of the business function, also in comparison with the market.

As a result, the matrix is divided into nine segments, each of which corresponds to one of four solutions:

- outsourcing – refusal of services of own divisions and acquisition of similar products on the market;
- development – improvement of business function towards increasing quality of services or decreasing cost price;
- development or outsourcing – an option in which both solutions are possible (preference depends on the company's policy regarding the business function in question);
- allocation – the business function is competitive and can be allocated into a separate business to generate income.

In foreign practice, the Price Waterhouse Coopers quadratic matrix is often used to assess the feasibility of outsourcing, which is constructed taking into account two main factors: competitiveness and strategic importance of the asset. The scheme proposed by Price Waterhouse Coopers gives a general idea of the need to use outsourcing. In the case of production outsourcing, a more accurate answer is given by the assessment using the algorithm developed by SOLO.

So, to make a high-quality decision on outsourcing, it is necessary to consider significant parameters in a complex. Meanwhile, none of the widely known and traditionally used tools allows for a comprehensive assessment of all necessary parameters at the same time. Thus, to overcome the imperfection of the approaches considered, it is necessary to include a strategic aspect in the economic group.

This is due to the fact that economic methods only allow you to compare costs before and after the introduction of outsourcing, but do not take into account the importance of the work / competence / business process. To overcome this drawback, a method of expert assessments can be a way out, allowing to question specialists in a specific area of the organization's activity regarding its importance for the business as a whole. In Russian practice, graphic models are mainly used to assess the need for outsourcing a function. The most popular tool is the traditional "outsourcing matrix". It seems that the most preferable way to perform the analysis is to use D. Khlebnikov's outsourcing matrix.

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UDC 334.7

CLUSTER FORMATION IN THE SMOLENSK REGION: ENVIRONMENTAL ASSESSMEN

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Abstract. The article discusses the main issues of the development of the creative economy, the successful development of which largely depends on both external conditions and the internal policy of the regions, therefore, during the recruitment and renewal of personnel, an important task is to attract qualified and talented specialists.

Keywords: creative industries, creative cluster, tourism, Smolensk region.

The industrialization of the 20th century defined the foundations of the regional economy and industrial specialization of the Smolensk region, as well as the principles of population settlement within the boundaries of the region. Today, the region can be described as an industrially developed old industrial region with specific features.

The structure of the economy is dominated by industrial production. Industrial enterprises employ 23.5 % of all those employed in the national economy, which accounts for about 32 % of the region's GRP. This explains the fact that industrial enterprises provide the bulk of taxes collected in the Smolensk region.

5.6 % of all people employed in the national economy work at agricultural enterprises, which accounts for about 4.2 % of the region's GRP.

More than 18 % of the region's working population work at trading enterprises.

Trade, which accounts for more than 13% of GDP (15% of the Smolensk region's GRP), has a major impact on the development of production, as it reacts most productively to changes in the socio-economic situation in a country or region. Therefore, the process of formation of the consumer market occupies a special place in the complex of problems of modern reform of the regional economy in the current economic conditions.

Thus, the branch of the economy closest to the end consumer, trade, on the one hand, regulates the production process in terms of the volume and range of products produced, on the other hand, it allows us to study the structure of consumer preferences and opportunities, the standard of living of the population and its change due to satisfaction (incomplete satisfaction or dissatisfaction) of consumer demand, as well as through changes in prices of goods (services) characterize the development and dynamics of inflationary processes in the country. The stability of the consumer market in terms of prices, quality and volume of goods is an indicator of the quality of life of the population, characterizing a number of indicators of economic security.

Thus, the consumer market becomes an exclusive sphere of economic influence on the population of the country (region). The volume and structure of trade turnover form a complex system that reacts to factors such as the socio-political situation, labor migration, and changes in cash flows that affect the level of economic security in the region.

Trading enterprises make a significant contribution to the redistribution of the national product: after sale, the costs of the producer are reimbursed, forming the basis for further reproduction; in the process of trade, goods receive (do not receive) consumer recognition, and producers in turn receive (do not receive) an incentive for their further production; according to statistics, 80% of the material needs of the population are met by Consequently, the turnover of goods characterizes the well-being of the population of a country (region) and their standard of living; trade promotes rational money circulation; trade, influencing consumer preferences and mode of consumption through a set of consumer goods, their quality, stimulates progress in production and consumption; being taxpayers, trading enterprises generate government revenues.

The growth rate of gross value added in the Smolensk region from 2013 to 2023 was 84.6 %, while trade turnover increased by 54.3 %. The calculated indicators significantly lag behind the indicators in the Russian Federation as a whole.

The industrial structure is dominated by traditional industrial production, which uses, as a rule, standard technologies and technologies that were overwhelmingly formed in the last century. Hence the high degree of physical depreciation of fixed assets (up to 60%). A small proportion of innovative products.

The Smolensk region has a number of advantages, which increases its investment attractiveness, in particular:

- the region is a western subject of the Russian Federation, which is characterized by a transit region bordering five regions of Russia and the Republic of Belarus;
- the region is rich in forests, which occupy 42 % of its territory;
- the route of the Baltic Pipeline system passes through the territory of the Smolensk region, the Urecha-Ust-Luga oil pipeline with a total length of more than 1 thousand km is being built, of which more than 300 km passes through the territory of the Smolensk region.

Considering creative industries as one of the types of general accessibility and participation in the cultural life of both the country and the world as a whole, this fact should be noted as an opportunity to preserve cultural heritage and provide cultural infrastructure, which represent a task capable of achieving a number of sustainable development goals, including creating an environment for creating a creative cluster.

Currently, the problem of creating an environment for creating a creative cluster directly depends on social policy aimed at achieving a socially oriented effect.

The analysis showed that for many areas of activity, the creative industries sector is characterized by a low barrier to entry. This provides an opportunity for all segments of the population to develop in all areas of social and economic activity, namely women, people with disabilities, as well as people living in rural areas and small towns.

The accessibility of the creative industries sector makes it possible to overcome the development constraints associated with the remoteness of a creative person's place of residence, maintain a favorable social environment in regions and municipalities, and ensure balanced territorial development while creating an environment for a creative cluster.

The core of the creative industries that form the environment for a creative cluster consists of creative people, the lack of whom hinders the development of such an environment.

Analyzing foreign practice in this area, it is not difficult to come to the conclusion that innovative industries are the least profitable for investors, such as investments in real estate or stocks, etc., therefore, such industries undoubtedly need special measures of state support and stimulation of the level of development.

Such support has not yet been established in our country, and at the same time, global competition for creative personnel is increasing. In the current situation, the coordination and approval by the Government of the Russian Federation of the "Concept for the development of creative (creative) industries and mechanisms for their state support in large and major urban agglomerations until 2030", prepared by the Ministry of Culture of the Russian Federation, and the development of a Plan for its implementation are becoming highly relevant.

Systematic support for the creative sector in order to create conditions for the formation of qualitative characteristics includes: stimulating creative potential for the formation of the environment; introducing modern techniques in the formation of the environment; conducting scientific research in the field of creative sector development; providing support to infrastructure and network projects in the field of creative industries.

At the same time, it should be noted that the regions and cities of Russia are extremely unevenly involved in the process of developing creative industries in the field of environment formation.

Currently, the offer in the creative industries sector is expanding and structurally changing, new formats and forms of activity are being created based on a combination of offline and online services that can form an environment in the field of creative cluster.

It is advisable to create a tourist creative cluster in the Smolensk region, which is due to the presence in the region of a variety of tourist and recreational resources and organizations of the tourism industry that are members of the cluster. The role of the cluster participants is to coordinate activities to create and promote the tourism product of the Smolensk region to the domestic Russian markets, which contributes to creating an attractive image of the region for potential consumers and investors.

The creation of a creative cluster in the field of tourism is connected with the uniqueness of the geographical location of the Smolensk region, which consists, on the one hand, of being located in a border region, and, on the other, of its proximity to the capital of the Russian Federation, Moscow.

The Smolensk region is one of the promising centers for the development of transit tourism, as it has a rich history among the regions of the Russian-Belarusian border region. The rich cultural and historical heritage and natural potential make it possible to attract transit tourists.

At the same time, the Smolensk region is distinguished from other regions by a large number of monuments: temples of the XII century, the Smolensk fortress Wall, monuments of the Patriotic War of 1812, the Cathedral of the Assumption of the Blessed Virgin Mary, noble estates of the XIX century and other objects of cultural and historical heritage.

The Smolensk region has all the necessary conditions for the formation of a cluster in the creative space of the region. This is due to the fact that the creative space has common features that can be roughly divided into the following groups:

- creative spaces are characterized as cultural centers of cities through festivals, concerts, exhibitions, performances, etc.;
- a creative class is formed in the creative space, which unites creative people of the region who are able to organize event events;
- The creative space is characterized as a multifunctional functioning, as it creates the opportunity to organize only cultural, educational and other events.;

- the peculiarity of the location of creative spaces (location in abandoned historical buildings, structures, etc.);
- creative spaces conduct business in a private area, which leads to an increase in the number of vacancies in the field of tourism, education, service.

The history of the creation of clusters in Russia has shown that their appearance and development dates back to 2003-2008. At the same time, the development of clusters took place in a creative space. During this period of time, creative spaces were created on the basis of the industrial sector and the cultural environment.

More than half (59 %) of Russia's creative clusters are located in Moscow and their territories account for 5.2 % of the total supply on the capital's office real estate market. Saint Petersburg has 272,630 square meters, or 17 % of all creative clusters in the Russian Federation.

Currently, there are two creative clusters in the Smolensk region, which were created on the basis of the cultural environment.

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2.4 Экономическая теория

УДК 332.1(476)

ДИСБАЛАНС СОЦИАЛЬНО-ЭКОНОМИЧЕСКОГО РАЗВИТИЯ РЕГИОНОВ БЕЛАРУСИ: ПРОБЛЕМЫ И ПУТИ РЕШЕНИЙ

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Реферат. В статье рассмотрены ключевые аспекты социально-экономического развития регионов Республики Беларусь, проанализированы показатели несбалансированного экономического развития регионов страны и предложены меры по преодолению проблем дисбаланса регионального развития.

Ключевые слова: регион, социально-экономические показатели, валовой региональный продукт; производительность труда; промышленное и сельскохозяйственное производство; внешнеэкономическая деятельность; дисбаланс регионального развития.

Для любой страны устойчивое развитие регионов является важным направлением деятельности. Региональное развитие напрямую влияет на экономику страны: уровень ВВП (ВНП), инвестиционный климат, общий уровень образования и качество трудовой силы, внешнеторговое сальдо, уровень доходности и безработицы населения.

Вопросам регионального развития всегда уделялось большое внимание. В Республике существует целый проект устойчивого развития для эффективного использования потенциала страны – проект «Национальная стратегия устойчивого развития Республики Беларусь на период до 2040 года» [2].

В Республике Беларусь в качестве внутриреспубликанских регионов выступают области и г. Минск, которые существенно различаются по уровню социально-экономического развития. По данным на 2023 год в Республике Беларусь проживает 9 200 617 человек, из них 14,29 % в Брестской, 11,87 % в Витебской, 14,65 % в Гомельской, 10,85 % в Гродненской, 21,69 % в г. Минск, 15,89 % в Минской, 10,76 % в Могилевской областях. Из-за