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ИМЕНИ ПАТРИСА ЛУМУМБЫ»
Экономический факультет

МИРОВОЕ ХОЗЯЙСТВО В XXI В.

ГЛОБАЛИЗАЦИЯ И РЕГИОНАЛИЗАЦИЯ

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GLOBALIZATION AND REGIONALIZATION

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ПРЕДИСЛОВИЕ

Сборник научных статей подготовлен по итогам IX Вещдународной студенческой научной конференции «Мировое хозяйство в XXI в.: глобализация и регионализация» («WORLD ECONOMY IN THE XXI CENTURY: GLOBALIZATION AND REGIONALIZATION»), которая проводилась на экономическом факультете РУДН им. П. Лумумбы 23 мая 2024 г. Цель конференции – обсуждение актуальных вопросов и тенденций трансформации инновационной, финансовой и управленческих систем под влиянием глобальных экономических процессов, а также современного социально-экономического развития стран и регионов мира.

В 2024 г. в конференции приняли участие около 1200 студентов, магистрантов и преподавателей из университетов РФ и зарубежных стран, в т.ч. более 550 докладчиков.

Заседания 21 секции конференции проходили в рамках проекта «Мультиязычная среда» – на 11 языках, в том числе на 6 языках ООН (английском, арабском, испанском, китайском, русском и французском), а также на турецком языке, на языке суахили, африкаанс, амхарский, хауса.

В ходе конференции обсуждены теоретические и научно-практические вопросы:

- Современные тенденции развития мировой экономики в условиях цифровизации» (английский язык);

- Трансформация национальной экономики в условиях глобализации (английский язык);

- Развитие финансового инструментария долгосрочного инвестирования в развитие национальной экономики (русский язык);

- Устойчивое развитие и инновации (английский язык);

- Города в контексте междисциплинарных исследований (французский язык);

- Латинская Америка в системе мирового хозяйства в XXI веке: реалии и перспективы (испанский язык);

- Россия и Турция в многополярном мире (турецкий язык);

- Региональное социально-экономическое развитие: мировой опыт и Россия (русский язык);

- Современные модели международного маркетинга в условиях трансформации мирового экономического ландшафта (английский язык);

- Туризм: дорожная карта международного сотрудничества (арабский язык);

- Россия и страны Востока: сотрудничество в условиях меняющегося мирового порядка (русский и английский языки);

- Глобальные и региональные медиа: вызовы и перспективы в современной повестке (английский язык);
- Реклама и PR в современном мире (английский язык);
- Китай и Россия в многополярном мире (китайский язык);
- Новые технологии агробизнеса в обеспечении устойчивости сельского хозяйства (русский и английский языки);
- Экономика развивающихся стран на пути к всеобщему благосостоянию и прогрессу: к 100-летию со дня рождения В.Ф.Станиса (русский, французский и английский языки);
- Вызовы и перспективы современной Африки (суахили, африкаанс, хауса и амхарский языки).

Партнерами конференции выступили 28 ВУЗов и организаций из России и 7 зарубежных стран, в том числе из топ-500 рейтинга QS (2024 г.): Московский государственный университет им. М.В. Ломоносова (Россия) – 87 место, Казахский Национальный университет им. Аль-Фараби (Казахстан) – 230, Санкт-Петербургский государственный университет (РФ) – 315, Белорусский государственный университет (Белорусь) – 387, Казанский (Приволжский) федеральный университет (Россия) – 396, НИУ Высшая школа экономики (Россия) – 399, Пекинский технологический институт (Китай) – 400, Томский государственный университет (Россия) – 418, Уральский федеральный университет имени Первого Президента России Б.Н.Ельцина – 473 место, МГИМО МИД РФ (Россия) – 526.

В научный состав организационного комитета входили: **Андропова** Инна Витальевна, д.э.н., профессор, декан экономического факультета, зав. кафедрой международных экономических отношений РУДН им. П. Лумумбы (Москва, Россия); **Ахметова** Зауреш Болатхановна, к.э.н, ассоциированный профессор, зав. кафедрой “Бизнес-технологии” Высшей школы экономики и бизнеса Казахского национального университета имени аль-Фараби (Алматы, Казахстан); **Дви** Прасетиани, профессор Университета Селебас Марет (Суракарта, Индонезия); **Кеббаби** Салиха, проректор по международной деятельности Университета Константина 3 Салах Бубнидер (Константина, Алжир); **Малышева** Снежана Сергеевна, студентка Института мировой экономики и бизнеса РУДН, профиль «Мировая экономика», заместитель председателя НСО экономического факультета и Института мировой экономики и бизнеса РУДН им. П. Лумумбы (Москва, Россия); **Маслов** Алексей Александрович, д.и.н., профессор, директор Института стран Азии и Африки МГУ им. М.В. Ломоносова (Москва, Россия); **Мирзаханян** Кристине Араевна, студентка Института мировой экономики и бизнеса РУДН, профиль «Цифровая экономика», председатель НСО экономического факультета и Института мировой экономики и бизнеса

РУДН им. П. Лумумбы (Москва, Россия); **Миронова** Марина Николаевна, к.г.н., доцент кафедры региональной экономики и географии экономического факультета РУДН им. П. Лумумбы (Москва, Россия) – зам. председателя организационного комитета; **Нюсупова** Гульнара Нурмухамедовна, д.г.н., профессор, зав. кафедрой географии, землеустройства и кадастра факультета географии и природопользования Казахского национального университета имени аль-Фараби (Алматы, Казахстан); **Петрович** Марко, ведущий исследователь департамента социальной географии Института географии Йована Цвиича Сербской академии наук и искусств (Белград, Сербия); **Потапенко** Мария Владимировна, к.э.н., ассистент кафедры региональной экономики и географии экономического факультета РУДН им. П. Лумумбы (Москва, Россия); **Рамзи** Ясмин Хуссейн, профессор Арабской Академии наук (Александрия, Египет); **Селим** Мухаммед Салах Эль Дин, к.э.н., член Ученого совета экономического факультета РУДН им. П. Лумумбы (Москва, Россия), экономический эксперт и председатель форума "БРИКС и Мир" (Каир, Египет); **Хаабазока** Лубинда, доктор философии, директор Высшей школы бизнеса Университета Замбии (Лусака, Замбия); **Холина** Вероника Николаевна, к.г.н., доцент, зав. кафедрой региональной экономики и географии экономического факультета РУДН им. П. Лумумбы (Москва, Россия) – председатель организационного комитета; **Шераби** Абдельазиз, профессор Университета Константина 3 – Салах Бубнидер (Константина, Алжир).

Организацией конференции занимался коллектив кафедры региональной экономики и географии экономического факультета, руководителями секций выступили молодые ученые всех кафедр экономического факультета, института мировой экономики и бизнеса, аграрно-технологического института, филологического факультета, факультета гуманитарных и социальных наук. В организации работы секций помогали представители других ВУЗов России (Институт стран Азии и Африки МГУ им. М.В. Ломоносова, МГИМО МИД России, Российский экономический университет им. Г.В. Плеханова, Казанский (Приволжский) федеральный университет, Балтийский федеральный университет им. И. Канта, Финансовый университет при Правительстве РФ и др.) и зарубежных стран: Алжира (Университет Константина 3), Таджикистана (Таджикский государственный финансово-экономический университет), Казахстана (Казахский национальный университет им. аль-Фараби), Китая (Институт всеобщей истории Китайской академии общественных наук), Франции (Университет Пикардии Жюль Верн), Чили (Университет Бернардо О'Хиггинса) и др..

Конференция активизировала процесс обучения по разным направлениям научно-практической деятельности студентов и

аспирантов, позволила применить на практике их умения и навыки по разработке проектов и креативный подход к решению поставленных задач. Выступающие активно использовали мультимедийные средства для демонстрации основных положений докладов и показали высокий уровень в их подготовке. Вопросы выступающим и серьезные дискуссии по тематике выступлений показали интерес участников к докладам. Актуальность поднятых тем, поставленных на конференции, нашла отражение и в статьях данного сборника. Редакционная коллегия при отборе материалов для него старалась сохранить авторский подход и стиль изложения статей на русском и иностранных языках, прибегая лишь к необходимым коррективам редакторской правки.

Мы выражаем огромную признательность всем участникам конференции, нашим друзьям и коллегам из РУДН, России и других стран, желаем успехов в дальнейших научных исследованиях и ждем встречи на следующих конференциях.

Вся информация о международной студенческой научной конференции «Мировое хозяйство в XXI в.: глобализация и регионализация» размещена на сайте <http://global-rudn.ru/>.

Section 10. Modern models of international marketing in the context of transformation of the global economic landscape

Секция 10. Современные модели международного маркетинга в условиях трансформации мирового экономического ландшафта

NEW INTERNATIONAL MARKETING STRATEGIES FROM THE PERSPECTIVE OF ECONOMIC GLOBALIZATION

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Abstract: *In the era of economic globalization, international trade has gradually become an important part of international relations. How to innovate marketing strategy and win market share has become a difficult problem faced by the current development of enterprises. This paper analyzes the influence of economic globalization on the international marketing of enterprises, and puts forward the strategies of international marketing of enterprises under the background of economic globalization, so as to help enterprises take the lead in the fierce international market competition and promote the sustainable development of enterprises.*

Key words: *economic globalization; International markets; Marketing Strategy*

1.Introduction

Economic globalization is the embodiment of the continuous in-depth development of market economy, but under this background, if enterprises still use traditional marketing strategies in the development process, they will be at a disadvantage in the international market competition. However, the marketing environment is dynamic and changeable, which puts forward higher requirements for the development of enterprises. Therefore, if enterprises want to achieve a dominant position in the highly competitive international market, they must constantly innovate marketing strategies to achieve sustainable development of enterprises on the basis of economic globalization[1].

2 The impact of economic globalization on the international marketing of enterprises.

2.1 Increased competition

In the environment of economic globalization, the markets of different countries and regions will be occupied by enterprises from different countries and regions, and some enterprises will push their products or services to other countries and regions in order to obtain more benefits. The global market has become a highly international one. Enterprises from various countries and regions in the world can cooperate in information, technology, products and services on a global scale, so as to achieve win-win results.

2.2 Changes in marketing methods

With the development of globalization, traditional marketing methods can no longer meet the needs of enterprises[2]. Enterprises need innovative marketing methods, such as social media, mobile marketing, etc., to meet the needs of consumers and improve marketing effectiveness[3].

2.3 Change of marketing mix strategy

First, in terms of customer demand, economic globalization is accompanied by the economic development of various countries and the improvement of people's living standards, which has resulted in the upgrading of consumer demand. Second, in terms of products, driven by modern technology and the Internet, consumers can see more product styles and types at a lower cost and in a more convenient way, and form personalized needs in the continuous selection process. Third, in terms of pricing strategies, pricing strategies have shifted to consumer demand-oriented, and online product pricing has become increasingly important. Fourth, in terms of distribution, the development of economic globalization makes the product marketing channels of enterprises more integrated.

3 New international marketing strategies for economic globalization

3.1 Enterprises should change the traditional marketing concept and establish a new concept of international marketing

Under the background of economic globalization, the developing environment of enterprises has changed to some extent. Traditional marketing concepts can no longer provide better development for enterprises. Enterprises should not only comprehensively learn and master the development dynamics of the international economic market, but also pay attention to cross-cultural management and integrate cultural factors organically in the formulation of long-term strategic planning. When doing business in the international market, enterprises should pay attention to the history and culture of the country, respect the culture and folk customs of local enterprises, gradually reduce the economic

and cultural differences with partners, and make the company better integrate into the country.

3.2 Enterprises need to correctly divide the international market and select the right target market

To carry out marketing activities against the background of economic globalization, it is necessary to divide this mixed international market, so as to find the target market of their own products for launch. Only when entering the international market can the risk be minimized, the long-term goal of enterprise development be seen, the sustainable development of the enterprise be maintained, and the higher rate of return of the enterprise and the long-term interests of the international market can be obtained on the international economic stage in the later stage.

3.3 Enterprises need to optimize products and services

Selling products and providing services are the main ways to make money in international marketing. Therefore, for international marketing, the core strategy is product marketing strategy. On the one hand, enterprises should base themselves on international innovative product standards, so that products can better meet international demand standards. On the other hand, enterprises should innovate product standards based on consumer demand, so as to meet different consumer needs to the greatest extent. Enterprises should adhere to the principle of innovation in product innovation, and design according to different market environments and consumer characteristics. In addition, enterprises should continue to innovate products and services. Product service level and service quality are directly related to consumer satisfaction and affect consumers' desire to shop again. Therefore, we should constantly innovate service items to improve consumer satisfaction, so as to win more consumers.

3.4 Enterprises need to innovate product marketing channels

In order to maximize profits, enterprises are developing towards flat development channels. Enterprises should constantly innovate product channel marketing according to the actual situation. Under the developing trend of digitization, consumers should make full use of network channels to directly connect with enterprises, be able to directly understand the needs of consumers, change some sales links from offline to online, fully develop e-commerce, adopt advanced technologies, and establish digital distribution channels.

3.5 Enterprises strengthen the assessment of marketing personnel

At present, the most common problem in the international marketing work of enterprises is the lack of excellent professional international marketing talents. In this case, enterprises should analyze the basic situation and existing problems of international marketing, and carry out relevant training, so as to strengthen the basic professional knowledge and relevant marketing ability of

international marketing personnel[4].Enterprises can establish and improve the assessment mechanism, and optimize the structure of marketing personnel.

3.6 Enterprises need to innovate integrated marketing

Under the development mode of economic globalization, enterprises must pursue innovation to obtain survival and development. Enterprises should penetrate the concept of innovation into the whole process of production and operation, and encourage all employees to establish the concept of innovation, so as to adapt to the general trend of economic globalization development[5].

4 Conclusion

To sum up, there is a relationship of mutual promotion and influence between economic globalization and international trade. Economic globalization promotes the development of international trade by promoting trade liberalization and investment facilitation. The prosperity of international trade in turn promotes the process of economic globalization. Enterprises should make full use of the favorable conditions under the background of current economic globalization, formulate enterprise development strategy and enhance enterprise competitiveness with a new way of thinking. In addition, employees of enterprises should also establish a correct sense of competition, and clearly realize the importance of developing effective international marketing strategies under the background of economic globalization. Only by continuously enhancing the strength of enterprises can they adapt to the changes of market environment and provide more opportunities and guarantees for the development of enterprises in the international market.

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MARKETING RESEARCH IN ENSURING THE INTERNATIONAL COMPETITIVENESS OF COMPANIES

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Abstract: *Marketing research is the basis of marketing, it includes an in-depth study of the external marketing environment of the market and consumer motivation. Marketing research allows you to link a marketing strategy with the factors of the marketing environment and the interests of interested groups. These marketing strategies will allow marketers to discover who they are marketing and what they want or need in a product with more advantages. Market leaders and market challengers each require different strategies to maintain or change the market position than market advocates or market niches. As markets grow and evolve, there is a constant threat of market changes that destroy loyalty to customers' brands. This means that companies often have to look for ways to distinguish products in order to create long-term customer value. However, competition between companies in the same industry is increasingly becoming a battle of global strategic moves.*

Keywords: *Marketing, competitive marketing research, competitiveness, initial information, secondary information, consumer behavior, analytics.*

1. Introduction

One of the key benefits of marketing research is that it helps companies identify market trends and anticipate changes in customer preferences. By staying ahead of these trends, businesses can develop innovative products and services that meet emerging customer needs. This proactive approach not only enhances a company's competitiveness but also positions it as a market leader.
[1]

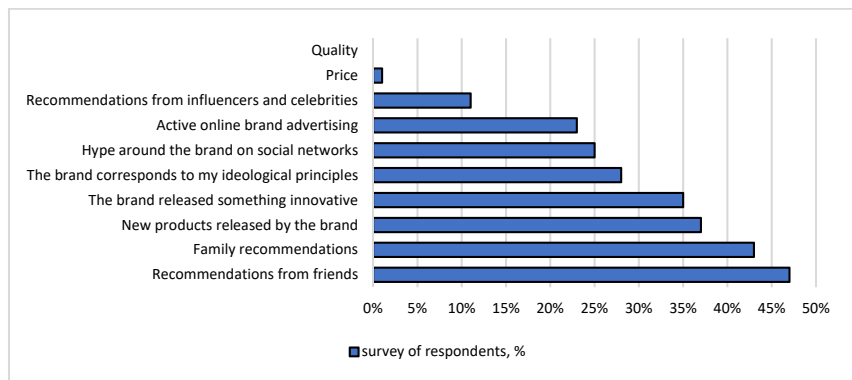
2. Methodology and Data

The research methodology is based on basic methods of scientific cognition, such as analysis, deduction and induction. From the practical methods used, it is worth highlighting the applicable comparison method.

Marketing is not confined to promoting a product through advertisement; it involves an endless number of activities that need to be carried

out by all members of the company. This can involve a change in the product itself, the changing of its price, finding new methods of distributing the product, or finding ways to inform consumers about a product. This means that people engaging in marketing need to do lots of promotion and selling rather than just focusing on the product itself. This statement is reflected in the results of the Nielsen study:

Fig.1 “What might attract you to try a new brand?” survey results



Source: Compiled by the authors based on the results of the Nielsen Study “Portrait of Consumer Z”. URL: <https://nielseniq.com/global/ru/insights/education/2024/novoe-pokolenie-pokupateley/> [2]

Price and quality are low on the list of factors that can motivate Generation Z to try a new product. Their choice depends on various factors that need to be taken into account.

3. Results and Discussion

The core of marketing is the development of consistent, high quality and value-laden product or service that satisfies the needs and wants of consumers. An important clause of the definition is that marketing forms a process. This process is an ongoing and never-ending series of activities, this is because consumer needs and wants are constantly changing and an adaptation to changes in the market provides a competitive edge. The second half of the definition suggests that marketing is a method used to move a product from the developmental stage right through to the hands of the consumer. [3]

Tab.1 Competitive Strategy in the Market

1. Companies can be grouped based on their rate of market development and the resulting market share.
2. Market leaders and market challengers require different strategies to sustain or change market position.
3. Companies must build and maintain a customer base as markets grow and continue to change.
4. Companies must look for ways to differentiate their product to create long-run customer value.

Source: compiled by the authors

Companies can be grouped depending on their rate of market development and the resulting market share. Sustaining the position in the market and the rate of market development is an issue that has implications for the categories of competitive strategy which can be utilized. Market leaders and market challengers each require different strategies to sustain or change market position than do market followers or market nichers. At each stage of market development, companies will be seeking to increase sales, market share, and profit. It is relevant to all types of companies in all stages of the product life cycle. [4] Companies must build and maintain a customer base. As markets grow and continue to change, there will be a consistent threat of market changes eroding customer brand loyalty. This means that companies will often have to look for ways to differentiate their product in order to create long-run customer value. This involves a high level of continuous effort in data gathering on customer needs and then matching them with product characteristics. Companies must then respond to changes in the customer environment. On the whole, the approach that companies take in competing in markets is relevant to their respective goals. However, rivalry between companies in the same industry is becoming more and more a battle of global strategic moves. High levels of technology mean that new market opportunities are becoming more abundant and more fleeting. The harnessing and exploitation of these opportunities is becoming a major industry battleground.

4. Conclusions

In conclusion, marketing research is a powerful tool that enables companies to ensure their international competitiveness. [5] By gathering and analyzing data about customers, competitors, and market trends, businesses can make informed decisions that drive strategic growth and success. From identifying market trends to developing personalized customer experiences, marketing research plays a vital role in helping companies thrive in the global marketplace. Embracing this scientific approach is essential for businesses looking to gain a competitive edge and establish themselves as leaders in their respective industries.

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КОММУНИКАЦИОННАЯ СТРАТЕГИЯ В МАРКЕТИНГЕ ТЕРРИТОРИЙ

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Аннотация. Статья посвящена месту коммуникационной стратегии в деятельности Центрального парка культуры и отдыха

имени Октябрьской Революции в городе Ростов-на-Дону. Определено влияние маркетинга территорий на туристическую привлекательность и экономический рост в условиях современной конкуренции. Проведён анализ существующей коммуникационной стратегии парка по её элементам: идеологическая платформа, коммуникационная платформа, креативный блок и инструменты. На основе анализа проведена оценка эффективности использования различных каналов коммуникаций и основные инструменты взаимодействия с целевыми аудиториями.

Ключевые слова: *территориальный маркетинг, коммуникационная стратегия, парк культуры и отдыха, каналы коммуникаций*

Введение

Развитие конкретной территории основывается на территориальном маркетинге и брендинге, что непосредственно влияет на туристическую индустрию, привлечение дополнительных инвестиций и увеличение клиентского потока для местного малого и среднего бизнеса. Важной составляющей маркетинга территорий является маркетинг городских парков, который представляет собой стратегию продвижения и позиционирования определенного парка с целью привлечения посетителей, туристов и инвестиций.

Методы исследования

С целью оценки эффективности текущей маркетинговой коммуникационной стратегии парка культуры и отдыха им. Октябрьской Революции в г. Ростов-на-Дону было проведено дескриптивное маркетинговое исследование с помощью использования вторичной информации, репутационного аудита, мониторинг медиа и анализ информационного поля.

Обзор литературы

Территориальный маркетинг представляет собой маркетинг, который осуществляется в интересах конкретной территории и её внутренних субъектов. Его целью является привлечение внимания к данной территории со стороны различных заинтересованных сторон. [4. Стр. 88]

Регион превращается в субъект социально-экономических отношений, становится объектом купли-продажи. В нём сосредоточены активы нематериального характера, приоритетным направлением развития становится культура, отдых, впечатления. [1. Стр. 35]

Стоит отметить, что городские парки не только формируют городскую среду, повышая уровень благосостояния и облика города, но

также являются культурным и социальным элементом жизни горожан. [3. Стр. 91]

Коммуникационная стратегия состоит из трёх направлений планирования действий: маркетинговой, креативной и медиастратегии. То есть изучения положения компании на рынке и выбора целевой аудитории, формулирования ключевого сообщения и разработки визуальных воплощений основной идеи коммуникации, выбора каналов коммуникации с целевой аудиторией. [2. Стр.23]

Поскольку парки предоставляют разнообразные развлекательные и аттракционные услуги для эффективного продвижения им необходимо разрабатывать грамотную маркетинговую коммуникационную стратегию.

Результаты

В результате исследования был проведён анализ существующей маркетинговой коммуникационной стратегии парка им. Октябрьской Революции по её компонентам.

Рассмотрим идеологическую платформу бренда, которая включает цель, миссию, ценности, позиционирование, характер, тональность коммуникаций.

Цель коммуникационной стратегии: Укрепление имиджа бренда Парка им. Октябрьской Революции.

Миссия бренда: Создание комфортной среды для досуга граждан.

Позиционирование: Любимое место для отдыха ростовчан и гостей города

Рассмотрим коммуникационную платформу, включающую описание целевой аудитории, Big Idea, ключевое сообщение.

Целевая аудитория - жители города и области, ведущие активный образ жизни:

1. Семейные пары с детьми, которые следят за актуальными мероприятиями города и выбирают место для своего досуга.
2. Молодёжь, предпочитающая активный отдых
3. Посетители, желающие отдохнуть и насладиться красотой природы.

Также как отдельную целевую аудиторию можно выделить туристов.

Ключевое сообщение: В центральном парке культуры и отдыха им. Октябрьской Революции вы найдёте незабываемый отдых, атмосферу праздника и всегда отличное настроение.

Система целевых коммуникационных образов: Создание «метавселенной» парка в digital-среде с эффектом погружения в парк, чтобы потребители смогли ощутить себя в пространстве комфорта и

тишины природы, прогуляться по тропинкам среди деревьев, познакомиться с животными, прокатиться на аттракционах и посетить мероприятия, проводимые в парке. В коммуникациях подчёркивать основные виды и объекты парка и передавать эмоции и ощущения от посещения парка через лица героев в кадре.

Рассмотрим креативный блок, включающий фирменный стиль и образ бренда.

В основе фирменного стиля лежат несколько базовых элементов: логотип, цвета, шрифт. Они служат отправной точкой при решении любых оформительских задач. У парка им. Октябрьской Революции есть разработанное техническое руководство для работы с фирменным стилем. Оно позволяет следить за соблюдением выработанных стандартов, с которыми будут иметь дело сотрудники компании, дизайнеры и полиграфисты.

Логотип парка Революции — собирательный образ. Отобраны самые яркие и узнаваемые символы и собраны в единый знак. Стилистически знак берет основы в формах развивающегося знамени (символ революции, перемен, открытий, инноваций), а также в образе ассоциирующимся с тропой, маршрутом или графиком “активности”.

Основные цвета:

1. Ярко-зеленый — символ жизни, роста, гармонии, единения людей и природы, увеличивает энергичность и бодрость.
2. Графит — являются фоном для ярко-зеленого и повышает интенсивность находящегося рядом цвета.

Правильный подбор иллюстраций играет важную роль в формировании визуального образа парка. Элементы фирменного стиля должны использоваться только в сочетании с положительными образами и мотивами.

Заключение

Таким образом, парк им. Октябрьской Революции активно ведёт коммуникационную кампанию, используя различные каналы коммуникации с целевыми аудиториями. Среди основных направлений коммуникаций бренда можно выделить ведение социальных сетей и организацию event-мероприятий. Основные направления коммуникационной стратегии парка им. Октябрьской Революции — создание ощущения комфорта и безопасности у посетителей, создание ассоциаций с приятным времяпрепровождением, местом отдыха для всей семьи.

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MARKETING ANALYSIS OF FOREIGN TRADE RELATIONS OF KYRGYZSTAN WITH COUNTRIES TRADING DUAL-USE GOODS

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Abstract: *This study conducts a marketing analysis of Kyrgyzstan's foreign trade relations with countries trading in dual-use goods. The main purpose of the work is to assess the current state of Kyrgyzstan's foreign economic relations in the context of trade in dual-use goods and identify possible prospects and risks for the country's economy. Using marketing analysis methods such as SWOT analysis, competitive environment analysis and macroeconomic indicators, the study evaluates external factors affecting the export and import of dual-use goods, as well as identifies key strategies to strengthen Kyrgyzstan's position in the global market. The results of the study can be useful both for the Government of Kyrgyzstan in developing foreign trade policy, and for the country's business community in making decisions about international business and investments.*

Key words: *dual-use goods, foreign trade, SWOT analysis, export*

1. Introductions

Dual-use goods - raw materials, materials, equipment, technologies and scientific and technical information, the provision of services that have a peaceful purpose, but can be used in the creation of weapons and military equipment.[1]

The analysis of Kyrgyzstan's foreign trade in dual-use goods requires an integrated approach that takes into account both economic and political aspects. Taking into account the current Wassenaar Arrangement (VD) of 1995 and their implications for export control, Kyrgyzstan needs to pay special attention to clarifying its position on the world market and developing an effective control system for the movement of sensitive goods and technologies.

When analyzing Kyrgyzstan's foreign trade relations, both the main trading partners and the potential risks associated with the export of dual-use goods should be taken into account. Kyrgyzstan should actively participate in the dialogue with other participants of the Wassenaar Arrangement (VD) and share information about its practices and principles of governance. With 42 participants in the VD, Kyrgyzstan has the opportunity to expand trade relations and better control the export of dual-use goods. In order to protect their interests and promote regional and international security, it is important to actively participate in discussions and decision-making processes within this multilateral mechanism.[2]

In accordance with the Law of the Kyrgyz Republic "On Customs Regulation", compliance with prohibitions and restrictions, including export control measures, is an important aspect of customs activities. In accordance with article 8 of the above-mentioned law, goods classified as dual-use must be transported across the customs border in compliance with export control measures.[3]

An important step in this direction was the enactment of the Law of the Kyrgyz Republic "On Export Control" of 2003. This law establishes rules and procedures for the export of regulated products, including dual-use products.

According to the Law, foreign economic activity, including import, export and re-export of quarantined products, is subject to mandatory licensing. Export control is carried out in accordance with the List of State Control, which includes goods subject to export control.

The Ministry of Economy and Trade of the Kyrgyz Republic is designated as an export control body, and various ministries - health, natural resources, defense and ecology - act as experts on various types of controlled goods. In addition, the "Recommendation on the Internal Export Control Program in the Kyrgyz Republic" approved by the Ministry provides a basis for organizing internal control and preventing illegal trade in controlled goods and technologies.

According to official foreign trade statistics for 2022, total imports of goods to Kyrgyzstan increased by 72.6%, and exports to Russia increased by 245%. Russia has become Kyrgyzstan's second largest trading partner after China, and foreign trade turnover between the two countries has increased significantly.

Exports of dual-use goods from Kyrgyzstan to Russia increased significantly in 2022 compared to previous years. There has been a noticeable increase in exports of electric detonators, radio equipment and telescopic sights. It is also worth noting the growth in the supply of parts for aircraft and optical devices.

In addition, it is worth paying attention to the unusually high growth in exports of electric vehicles and special-purpose equipment, which may indicate an expansion of production or an increase in demand for these goods.

In addition to dual-use goods, significant growth has also been observed in exports of consumer electronics and components that can be used for military purposes. This may indicate changes in the strategy of exporting or re-exporting these goods.

Comparing the situation in Kyrgyzstan, it can be noted that in 2022, this strategic partner of Russia also significantly increased the re-export of integrated circuits to Russia. The amount of exports amounted to 612,800 US dollars, which is 104 times higher than in 2021. In the first two months of 2023, the export of integrated circuits from Kyrgyzstan to Russia reached 2.4 million US dollars, which is 406 times more than in the entire previous year.

If in 2021 the export of integrated circuits from Kyrgyzstan to Russia amounted to less than 6,000 US dollars, then in 2022 this figure increased 112 times and amounted to 659,000 US dollars. Moreover, in the first seven months of 2023, the value of integrated circuit exports exceeded 6.2 million US dollars. This growth indicates not only the strengthening of technology exports, but also, possibly, the growing production capacities of Kyrgyzstan.

Meanwhile, imports of electronic integrated circuits have also increased dramatically: If in 2021 the total volume of imports was less than 500,000 US dollars, then in the first seven months of this year alone it exceeded 10 million US dollars. The increase in the number of countries from which Kyrgyzstan imports chips, from 20 to 35, including Taiwan, the United States, Thailand and Sweden, indicates a diversification of supplies and a desire to purchase high-tech products.

Tab.1 SWOT analysis of Kyrgyzstan's foreign trade relations with dual-use goods

Strengths	Weaknesses
1. Strategic location at the intersection of transport routes between Europe and Asia. 2. Membership in the EAC and the CSTO, which provides access to the market of Russia and other member countries. 3. Availability of trade agreements and cooperation with other Central Asian countries.	1. Limited financial resources for export development. 2. Insufficient diversity of exported goods. 3. Lack of high-tech industries and innovations.
Opportunities	Threats
1. Increasing trade with Russia and other Central Asian countries within the framework of trade agreements. 2. Improving the efficiency of transport infrastructure to increase export volumes. 3. Development of high-tech industries and innovative projects for export diversification.	1. Economic sanctions against Russia may restrict exports to this country. 2. Political instability in the region may create risks for foreign trade. 3. Competition from other countries exporting dual-use goods.

2. Results and discussion

This SWOT analysis will help identify key factors affecting Kyrgyzstan's foreign trade relations with dual-use goods and identify strategies to strengthen competitive positions and reduce risks. Kyrgyzstan's foreign trade relations with dual-use goods are characterized by a strategic location at the intersection of transport routes between Europe and Asia, as well as membership in the EAEU and the CSTO, which provides access to the market of Russia and other member countries. However, the country faces limited financial resources for export development and insufficient diversity of exported goods. Despite this, opportunities to increase trade with Russia and Central Asian countries, as well as the development of high-tech industries and innovative projects, can contribute to export diversification and increase competitiveness in the global market.

3. Conclusions

In the context of the development of export control in the Kyrgyz Republic, it is worth noting that the country is facing a number of challenges

and opportunities in the field of foreign trade, especially with regard to dual-use goods. The analysis revealed that Kyrgyzstan has the potential to expand its export operations in this area, in particular by identifying new markets and strengthening trade partnerships. However, it is also important to take into account the limitations and risks associated with the current geopolitical situation, including sanctions and regulatory restrictions that may affect export volumes and destinations. Thus, the development of effective export control strategies based on the analysis of market trends and needs is becoming a key factor for the successful development of Kyrgyzstan's foreign economic activity in the field of dual-use goods.

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VLISCO COMPETITIVENESS IN THE TEXTILE INDUSTRY IN GHANA

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Abstract: *This article examines the competitiveness of Vlisco in the textile industry in the Ghanaian market. Many African countries have a rich*

heritage of traditional textile production, which includes techniques such as weaving, dyeing and printing. Traditional textiles, such as Kente in Ghana, Bogolan in Mali, and Kitenge/Ankara in various countries, are of cultural and historical significance. In this great cultural wealth, Vlisco, presents its products and distributes fashion fabrics, notably the African wax print style, for the West and Central African market and African consumers in global metropolitan cities and Vlisco to this day is counted among the best textile supplier in Ghana. The authors applied the Porter's Diamond Model to analyze the competitiveness advantage Vlisco due to certain factors available to them over its competitors like Printex. Upon applying the Porter's Diamond Model, this study revealed that Vlisco has better advantage over Printex in the areas of Factor Conditions, Demand Conditions, and Related and Supporting Industries while Printex outperforms Vlisco in the area of Firm Strategy, Structure and Rivalry.

Key words: Brand Competitiveness, Ghana Textile Industry, Porter's Diamond Model, Factors of Competition.

1. Introduction

Ghana is one of the African countries with the largest textile market, representing more than 74.4% of the country's consumers. Richard, W. and Justina, A. O. (2023) stated that Ghana is at a pivotal moment in the development of its textiles and garment sector. The textile industry in Ghana is characterized by intense competition. Several local textile companies compete for customers. The main players in the sector are Vlisco and Printex.

This paper aims to explain why Vlisco outperforms Printex and what both brands should do further to either maintain or improve its current position in the market.

2. Methodology (Porter's Diamond Model) and Data

Porter's Diamond Model or the Porter Diamond Theory of National Advantage describes a nation's competitive advantage in the international market. In this model, four attributes are taken into consideration: **factor conditions, demand conditions, related and supporting industries, and firm strategy, structure, and rivalry**. This model provides a framework for analyzing business strategy and economic analysis; it examines four broad categories, which allows to do a thorough analysis of the various factors that influence competitiveness in the textile industry, which is a holistic insight on the competitive landscape.

In order to design a comparable graph and assess the companies' competitiveness, we need to standardize the proxies by expressing them in the same units. To achieve this, we convert the values into percentages. First, we must determine which value represents optimal competitiveness and assign it a

reference value of 100%. This benchmark will serve as the basis for calculating the percentages of the other values. The choice of reference value will vary depending on the specific proxy in use (monetary values are expressed in USD).

3. Results and Discussions

Table 2 is a result of the research. The proxies were carefully selected to reflect the competitive advantage in Ghana's textile industry. Table 3 is a recapitulative table that further represents the value for each factor of the Porter's Diamond Model, which was obtained by calculating for the average of all the percentages of the proxies obtained within each factor.

Tab. 1: Calculation Methodology

Proxy	Vlisco	Printex
Revenue (2023)	\$28.4M	\$27.3M
The Higher value represents better competitiveness	↓ Reference Data	Calculation
	100%	$27.3 * 100\% = 96.28.4$
Average cost of production (in thousands)	\$1,538	\$970
The Lower value represents better competitiveness	Calculation	↓ Reference Data
	$970 * 100\% = 63.1\%$ 1538	100%

Tab. 2: Research Result

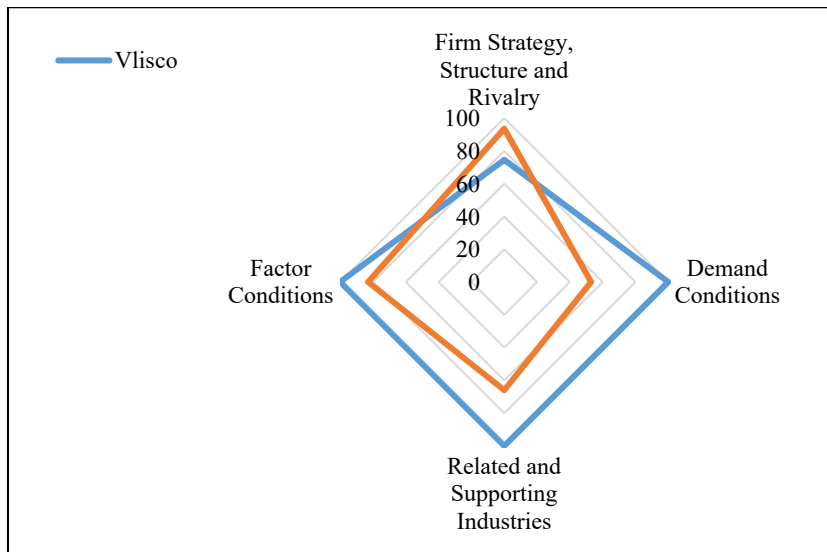
Factor	Proxy	Vlisco	Printex
Factor Conditions	Number of employees	100%	68.5%
	Number of design and production facilities	100%	100%
	Revenue (2023)	100%	96.1%
	Mill production capacity per annum (yards)	100%	66.7%
Demand Conditions	Label of production	100%	100%
	Number of Brands	100%	25%
	Time spent training new designers (months)	100%	33.3%

Related & Supportive Industries	Number of Distributors	100%	60%
	Number of Sales Point	100%	62.5%
	Number of Professional Membership	100%	75%
Firm Strategy, Structure and Rivalry	Average Cost of Fabric per yard	81.8%	100%
	Average Employee Salary	100%	74.35%
	Average Cost of Production	63.1%	100%
	Attrition Rate	53.6%	100%

Tab. 3: Recapitulative Table

Factors	Vlisco	Printex
Factor Conditions	100%	83%
Demand Conditions	100%	53%
Related and Supportive Industries	100%	66%
Firm Strategy, Structure and Rivalry	74.63%	93.6%

Fig. 1: Graphical Representation of the results



4. Graphical Representation

The graphical representation of Porter's Diamond Model provides simplistic visualization to allow us compare both companies' competitiveness on the given factors.

Figure 1 shows that Vlisco is more competitive than Printex in three out of four factors. Vlisco's international presence gives it an advantage over Printex in building reliable networks of suppliers and distributors. Vlisco has managed to create four different brands for different customer segments, putting it ahead of Printex in meeting diverse customer needs. The number of time Vlisco spends on training its design team is also significant, reflecting the company's possible commitment to learning and development. Vlisco however has some drawbacks in one of the four factors which can be attributed to higher costs. This is because its manufacturing process, final prints and quality of fabric is distinctive from Printex's which seem to be fairly competitive over Vlisco in this factor.

5. Conclusion

Vlisco is well-positioned to meet demand with its skilled workforce, extensive network of distributors and sales points across Ghana. However, high cost seems to be a draw back. To stay competitive, Vlisco can:

1. Streamline their processes and eliminate inefficiencies to reduce waste and cost of production.
2. Negotiate with suppliers, implement just-in-time inventory, and optimize logistics, to minimize costs.
3. Identify and track costs across their supply value chain and processes to make informed decisions.
4. Foster a productive work environment and incentivize efficiency.

Printex has outperformed Vlisco in terms of fabric and production costs. To improve its competitiveness, Printex should:

1. Expand its distribution network
2. Diversify its brand designs
3. Invest in designer training to address its weaknesses.

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FEATURES OF CROSS-CULTURAL COMMUNICATIONS IN INTERNATIONAL MARKETING

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Abstract: *In this article, we look at the importance of the impact of country differences on international business and the key elements to consider when entering a new foreign market.*

Key words: *Cross-cultural communication, international marketing, deglobalization, marketing strategies*

In today's global world, the importance of country nuances for multinational companies and those seeking international expansion cannot be overemphasized. These differences permeate every facet of a company's operations, influencing decisions ranging from sourcing materials to marketing strategies. Therefore, it is imperative to thoroughly analyse the prevailing trends and identify a few key factors necessary for success in the international arena.

Any organization that wants to succeed in the highly competitive marketplaces of today – especially those that conduct business internationally – must be proficient in communication. A company's ability to communicate effectively through marketing has a role in determining its profitability. Nonetheless, senior executives in multinational corporations occasionally overlook the importance of the unseen barriers that cultural variations bring to marketing communication. Cultural elements are significant because they operate as imperceptible barriers [2].

Effective cross-cultural communication is one of the core tenets of successful global marketing. The capacity to cooperate, communicate, and

market across cultural barriers is critical in today's increasingly linked and culturally varied environment. Beyond language ability, cross-cultural communication includes knowledge of cultural conventions, values, beliefs, and behavioural patterns that influence interactions in various cultural situations.

There is a movement away from globalization in today's highly globalized society driven by social, economic and political factors, such as the global financial crisis, climate change, international security and the recent COVID-19 pandemic and wars, which poses a significant impact on consumer behaviour, marketing practices and branding strategies [5]. Deglobalization has an impact on national competitive patterns, international trade and commercial exchanges, the global economic system, and our perception of the present and the future of the globe. Therefore, multinational companies should rethink their global branding and commercial strategies and improve their capacities to maintain a competitive edge in a world that is becoming less globalized [1].

One of the most vital requirements for success in the global business is understanding and sensitivity to cultural differences. Marketing strategies that are not adapted to the cross-cultural environments of the nations, in which a firm conducts business will be detrimental to brands and business partnerships. Understanding the significance of cross-cultural communication can improve the marketing team's performance in each country and foster customer loyalty.

While cultural variables have an impact on marketing, marketers who are cognizant of and sensitive to cultural variances may mitigate such effects [3].

Recognizing other cultures entails adjusting marketing strategies to take into account the values, beliefs, and practices of various countries. It involves more than just translating the text into languages; it calls for a thorough comprehension of the subtle cultural differences that affect customer behaviour. Businesses may boost their chances of success in the global economy, establish trust, and develop genuine connections with their target audience by adopting cultural awareness.

Understanding cultural differences enables marketers to find hidden patterns in consumer behaviour. Every culture has its distinct ways of making decisions, buying habits, and preferences. Marketers may adjust their messaging, product offers, and customer experiences to match the cultural expectations and preferences of their target audience by being aware of these cultural quirks [4].

Mastering other cultures gives firms a competitive edge in both domestic and international markets. Businesses may set themselves apart from rivals by exhibiting cultural awareness and relevance. Brands that are aware of their cultural values and goals have a higher chance of gaining the attention of consumers. Given the abundance of alternatives available to customers today, cultural sensitivity may be a potent weapon for increasing brand loyalty and propelling corporate expansion [6].

In conclusion, effective cross-cultural communication is essential for organisations seeking to thrive in today's highly competitive global marketplace. Cultural differences create barriers that can hinder marketing efforts. Understanding and sensitivity to cultural differences are critical to successful global marketing strategies. This as it enables companies to adapt their approaches to different cultural contexts, increase customer loyalty and achieve competitive advantage. Companies that are sensitive to cultural differences can more successfully establish trust, connect with target audiences and exploit latent patterns of consumer behaviour. Ultimately, this leads to increased brand loyalty and corporate expansion in both domestic and international markets.

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NEW BALANCE AS AN ATHLETIC WEAR COMPETITOR: A COMPARATIVE ANALYSIS OF ADIDAS AND NEW BALANCE

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Abstract: *This paper aims to perform a comparative analysis of the athletic wear companies, New Balance Athletics Inc. and Adidas AG using the*

Double Diamond model. The objective of this analysis is to identify the strengths and weaknesses of New Balance and provide insights into methods the company can use to become a more formidable global competitor in the market.

Key words: *Double Diamond Model, Brand Competitiveness, Global Competitiveness*

1. Introduction

In this report, we will be using the 4 dimensions of the Double Diamond Model to analyze the degree of competitiveness between Adidas AG and New Balance Athletics Inc. - namely, factor conditions, demand conditions, related and supporting industries, firm strategy, structure and rivalry.

Adidas, a public German multinational corporation, is one of the largest sportswear manufacturers in the world. The company is known for innovative designs and high-quality products. Adidas has a strong global presence, and its competitive advantage lies in brand recognition, innovation, and strong marketing.

New Balance is a private American footwear and apparel manufacturer known for its focus on comfort, performance, and quality. New Balance's competitive advantage lies in its commitment to quality, customer loyalty, and niche marketing.

With New Balance's recent double-digit percentage growth in the sportswear market, the top manufacturers in the industry, mainly Nike and Adidas, are starting to seriously consider New Balance as a competitor in the domestic and international sphere. From 2021-2022, Adidas AG's total revenue fell by 5% while New Balance saw a 25% increment, enlisting them among the top 5 sportswear brands for the first time ever.

By examining the unique strengths and weaknesses of Adidas and New Balance within the framework of the Double Diamond Model, we can offer valuable insights into their competitive strategies and marketing approaches, as well as identify areas for improvement.

2. Methodology and Data

To accurately compare the competitiveness of each organization, all 4 factors of the Double Diamond Model will be represented in an aggregated percentage value. The company with the highest value for each factor is represented with 100% and the other in percentage proportionate to value it holds against the larger.

3. Results and Discussions

In the course of this research, several proxies were considered for the variables of both the domestic and international diamonds. For the domestic factors, some of the proxies examined were: Global Innovation Index, Research

and Expenditure as a percentage of GDP, population of the age group, GDP per capita PPP, market size, educational index, fitness industry of domestic country, etc. For international factors, some of the proxies considered were: number of employees worldwide, global revenue (2023), number of global manufacturing facilities, total number of retail outlets, global Customer Satisfaction Score (CSAT), percentage of sales through e-commerce, global market share, marketing and point-of-sale expenses, average price of most popular product, etc. The data from each of these proxies were compiled for both companies and an aggregate percentage score for all factors on the domestic and international level was calculated, as shown in Tab. 1.

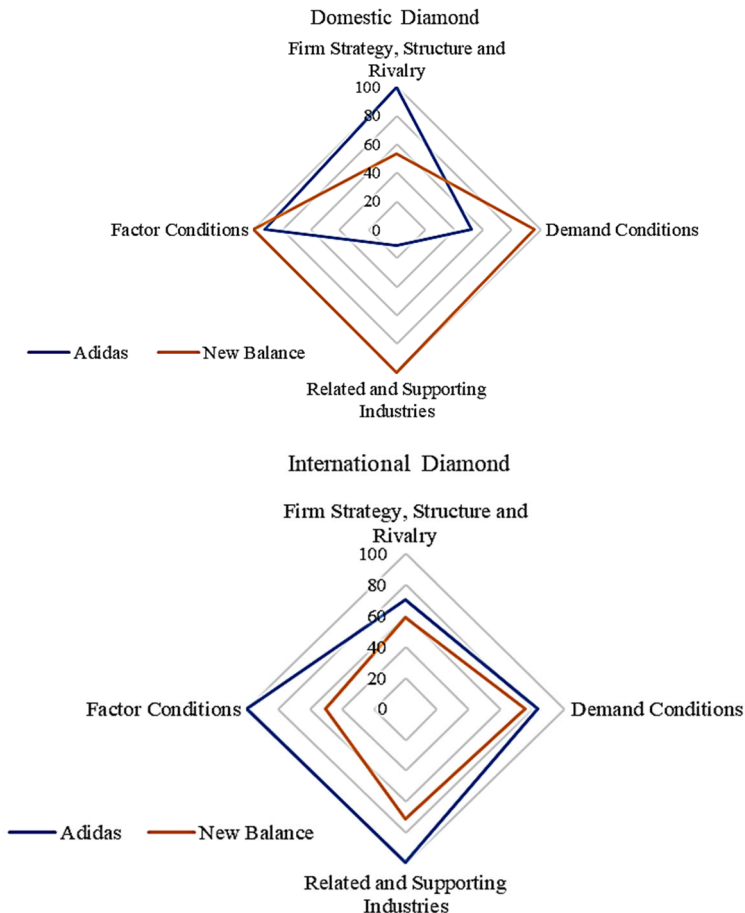
Tab. 1 Result of all factors on the domestic and international level

Diamond Variables	Domestic		International	
	Adidas	New Balance	Adidas	New Balance
Factor Conditions	91.8	100	100	49.9
Demand Conditions	51.6	95.86	83.27	75.15
Related and Supporting Industries	11.3	100	99	71.15
Firm Strategy, Structure and Rivalry	100	53	70.5	59

Using the results of all factors, Diamonds were created to produce a visual representation of each company’s performance on both the domestic and international scale, as shown in Fig 1.

In Fig. 1, New balance has a higher competitiveness on the domestic level, showing greater percentages in demand, factor conditions, related and supporting industries. New balance’s only domestic shortcoming appears to be on the firm strategy, structure and Rivalry front. On the International level, Adidas has a higher level of competitiveness on all factors compared to New Balance.

Fig. 1 Double Diamond construction of Adidas AG and New Balance



4. Conclusions

For decades, Adidas alongside Nike have been the leaders of the sportswear market with little to no resistance from the other large companies, but within the last 4 years Adidas has seen a 12% reduction in total global revenue due to socio-political issues and miscalculated marketing, New Balance has begun to capitalize on the opportunity. The analysis above helps us identify more areas New Balance can work on to position itself as a strong competitor against Adidas and the other major brands. Below are recommendations deduced from the analysis:

- New Balance needs to be less dependent on the North American market, instead strengthen its presence in the other continents.
- Partnerships and Collaborations: New Balance should consider strategic partnerships with athletes, celebrities, and other brands to increase its visibility and reach new audiences.
- Invest more into marketing: New Balance mainly focuses on traditional marketing, investments should be made into the nontraditional modes of marketing to reach more audiences.
- Expansion of factor conditions: Scale of production and manufacturing locations should be expanded looking to Asia and South America for cheaper modes of production.

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RESEARCH ON LIVESTREAMING ECONOMY BASED ON THE DEVELOPMENT OF CROSS-BORDER E-COMMERCE BETWEEN CHINA AND RUSSIA

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Abstract: *The article expounds the development of live-streaming TikTok, which has a positive and significant effect on consumer buying interest in products and helps consumers enhance the consumption experience more interactively. In this way, more products with guaranteed quality and service online have more chance to meet more consumers. The more often consumers participate in live-streaming TikTok from a particular brand, the greater their interest in buying the products from that brand is. In the meantime, live-streaming must comply with relevant laws and regulations. The aim of this paper is to integrate the consumers' experience in the development of the Sino-Russian cross-border trade platform, establish more live-streaming marketing teams, construct live-streaming system, strengthen the supervision and management of live-streaming.*

Keywords: *cross-border e-commerce, live-streaming, live economy, marketing team, supervision and management*

1. Introduction

The trade volume between China and Russia reached \$240bn, and is expected to hit \$300bn a year. China has been Russia's top trade partner, and Russia is China's largest source of oil and electric power imports. China is also Russia's top source of foreign tourists and the second most popular foreign destination for Russian tourists. Russia mainly exports energy and mineral commodities to China, energy commodities relatively close to 85%, China and Russia are currently 90% of oil and gas exports in both currencies settlement. China mainly exports all kinds of manufactured goods to Russia, such as automobile, electronics and processing machinery. With the rapid development of social networks and mobile apps, live-streaming are becoming more popular. By comparison, this kind of online shopping malls, where consumers can shop anywhere at any time.

The development of live-streaming in China

In China live-streaming appeared in 2016. With hundreds of related apps being released, mainly provides e-sports, music, food, tourism, Q & A programs and others. Taobao, tik-tik, Kuaishou and pairings Doddo are among

the platforms rapidly establishing their own live streaming ecology. Now, live-streaming with goods has become a new model leading consumption in the face of expanding domestic demand, which will provide new opportunities for global enterprises, provide new impetus for world economic recovery.

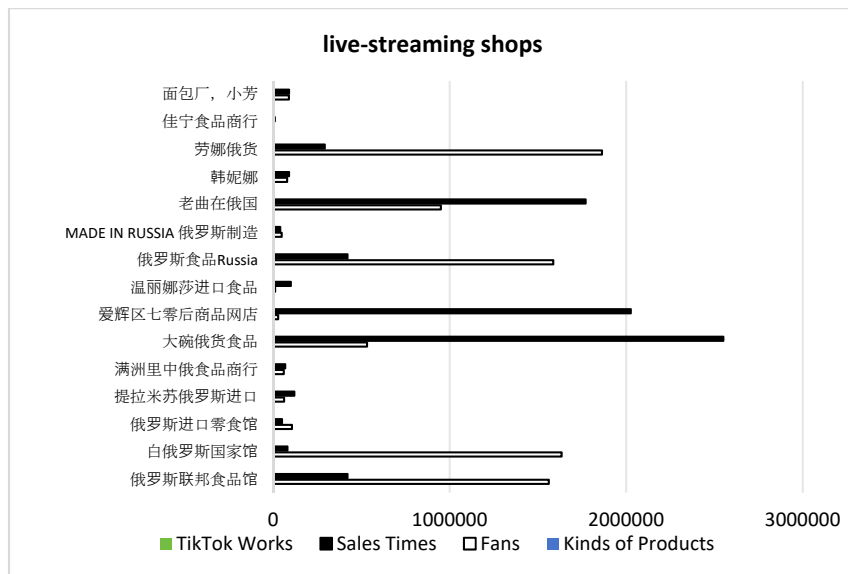
The development of live-streaming between China and Russia

In 2014, Dmytro Romashko, the Neusoft's most popular anchor, sold men's clothing and technology products live. In 2019, a Russian Irkutsk girl named Anastasiia Kanshina, who were studying in China, attracted tens of thousands of viewers by live-streaming to sell products, such as electronics and baby toys. In 2020, a live-streaming was held in Shanghai to promote Russian food products on the Chinese market. It was reported that Russian manufacturers sold 12.34million RMB(\$1.8 million) worth of goods in China in just 30 minutes. There is a famous Chinese saying, wine is afraid of deep alley. So live-streaming is an efficient and convenient way to recommend goods. In 2022, a young Russian live-streaming host called viewers “the fan comrade”, which wins the Chinese netizen. In 2023, Ozon launches a live-streaming on its official APP, supported by a brand employee and a presenter, which was watched by 30m people and sold for \$1.8 m in less than half an hour. Nowadays there are some popular live-streaming platform in Russia, like Yandex Live, VK Live, Periscope Live, Twitch, Ozon.

2. Methodology and Data

A survey of 15 online shops on TikTok platform, in which sales Russian goods, including preparation of cereal, grain and oil seasoning, alcohol, tonic nutrition, personal care, dining utensils, bedding, beauty and skin care, home cloth art, baby products, etc. During these online shops live-streaming, interactivity is reflected in the communication between the host and consumers.

Fig. 1. Chart of live-streaming shops



2.1 Relatively lower price

Compared with the traditional shops, online shops can save rent and decoration costs. As we all know, product and price are the core of marketing. According to the survey of 15 shops, nutritional supplements, snack products, drink, grain oil seasoning, dietary supplement, personal care, fresh, beauty and skin care are popular for live-streaming. Discount, coupons, freebies, free logistics (after buying a certain amount of goods) are able to absorb more customers or fans.

2.2 Widely spread and more audiences or fans

The traditional offline stores, only can attract local or even the business circle of customers. But relying on live-streaming platforms, they can attract more merchants from around the world. Not only is the Internet a great way to get live-streaming products details out to a wide for minimal cost, but also the works of selling videos can be brought into notice of a wide audience.

2.3 Real-time share try-on experience

During live-streaming, it is very important to create the selling scene and edit the stories. Merchants can choose the appropriate location according to their products, for example, at the origin of the products, at cake stores, at fresh fruit. In cosmetics or clothes stores, it is necessary to make preparations for scene layout and lighting settings, the host often tries on one or another

frequently, share try-on experience in front of the fans, through the unique scene to attract fans, thus promote the fans with the fastest speed to accept their products, produce sales conversion.

2.4 Interactive and efficient marketing

Generally, goods, host, room are three critical factors of live-streaming. “Live-streaming room” can broadcast their own views and suggestions at any time to improve the consumer experience, where always answer questions about consumption. Meanwhile, fans participating in official activities, “live-streaming room” and same-city-position are good ways to increase live-stream flow, including playing games, interactive questions, encourage “attention”, even “Mac PK”, exclusive coupons, the next-time notice, and etc.

2.5 Data-Driven Precision

For the e-commerce function, categories that saw the most substantial increase in vendors were food. According to the survey of 15 shops, we can get all the data of products, including price, measure, performance, weight, composition, etc. By the feedback of the customers, we learn more about the products that we want to buy through others’ experience, about “Good Taste”, “Will Buy Back”, “Good/ Cheap”, “Express Fast”, “Exquisite Packaging”. We can also use software to search the lowest price online, find Top-10 popular products, and so on. It is amazing for customers to get shopping reference as soon as possible.

3. Rules and standards to live-streaming

There are some problems, such as exaggerated statements, false marketing, or uneven quality of hosts. Therefore, the governments have issued laws and regulations related to live-streaming. In January 2019, “the Law on Electronic Commerce” came into force. In March 2021, “Measures for the Supervision and Administration of online Transactions ” enacted by the state administration of market supervision and administration. According to TikTok Annual Report (On 2023 Life Service Consumer Protection Report), TikTok Living Services express to protect consumers' rights and interests, center on optimizing consumers' experiences, focus on strengthening governance, improve governance capabilities, overall accuracy of commodity information, true and reliable content, enhance consumer' trust, high-quality content.

Table 1. Block diagram of Customers feedback

Live-streaming shops	Products	Price (RMB)	Good Taste	Will Buy Back	Good/ Cheap	Express Fast	Exquisite Packaging
提拉米苏俄罗斯进口	Tiramisu	29.9	325	219	65	114	150
俄罗斯进口零食馆	Tiramisu	19.9	929	6883	317	235	213
俄罗斯进口零食馆	Tiramisu	29.99	——	92	——	——	2
温丽娜莎进口食品	Tiramisu	19.9	929	6882	317	235	213
温丽娜莎进口食品	Plain Dark Chocolate	6.8	9755	1683	1198	410	792
俄罗斯食品 Russia	Waffle	18.9	181	601	13	12	——
俄罗斯食品 Russia	Milk Powder	45.9	61	22	——	8	7
MADE IN RUSSIA 俄罗斯制造	Dark Chocolate	29.9	102	305	10	13	20
MADE IN RUSSIA 俄罗斯制造	Tiramisu	29.9	12	39	13	7	3
老曲在俄国	Tiramisu	25.9	1319	383	459	202	388
老曲在俄国	Dark Chocolate	29.9	2482	662	701	534	700
韩妮娜	Tiramisu	16.9	9595	571	323	232	323
劳娜俄货	Tiramisu	59.9	21000	737	521	493	521
佳宁食品商行	Tiramisu	19.9	7120	904	322	89	220
面包厂, 小芳	Tiramisu	19.9	7120	904	322	89	220

4. Survey and suggest to live-streaming

4.1 TikTok customers feedback

Live broadcast should be controlled in its timeline in order to avoid live-streaming being too long, otherwise the audience will be bored. Live-streaming products should be well associated with a brand. The audiences like detailed information. Do not show more than 12 products per hour, each product with at least 5 minutes to show the audience, explain. Live-streaming products must be their own, it is best to be interested in the product. During the broadcast, interact with the audience and answer their questions. So, the questions need to

be thought ahead and the answers also need to be prepared already. A good product can not do without discounts. Live-streaming products must have discounts and “live-streaming room” exclusive, the price should be better than the entire platform similar products minimum price 5%. Product discounts are best kept up to an hour after the show ends, which can also help to improve conversion rates. Ensure that there is sufficient stock.

4.2 Suggestion to develop Sino-Russian e-commerce

Increasing the penetration of the digital economy

China attaches great importance to the development of the digital economy. We should seize the great opportunity of enabling the digital economy, improve the Sino-Russian e-commerce trade platform, promote the development of digital trade, and promote the sustained and healthy development of Sino-Russian product trade. Chinese and Russian governments should strengthen the digital technology in the industrial chain of the pilot, application, product digital traceability.

Optimizing the structure of trade in agricultural products

China and Russia should increase input in scientific research, raise the level of agricultural productivity, increase the output and quality of agricultural products and increase their international competitiveness, we should inject new vitality into the development of agricultural trade.

Strengthening bilateral cooperation mechanisms

The proposal and promotion of the "China-Mongolia-Russia Economic Corridor" and the "Belt and Road" initiative can greatly facilitate agricultural trade between the two sides, it helps ease Information asymmetry between the two countries and, in a sense, reduces the cost of agricultural trade.

Reduction of trade barriers

China and Russia should make use of bilateral agricultural cooperation mechanisms, improve the smoothness of China's agricultural exports. We should pay attention to the follow-up and formulation of international standards.

Improve infrastructure construction and cooperation

China and Russia should improve infrastructure construction, such as transportation between China and Russia, to promote China and Russia's agricultural trade between the two countries to lay a solid hardware foundation.

Strengthen the training of talents in relevant fields

We should increase the scale of cooperation among universities, scientific research institutes, to train and absorb high-level compound talents and provide a vast talent reserve for Sino-Russian trade.

5. Conclusions

Live-streaming e-commerce is becoming mainstream, which broadens the boundary of people, goods and market in the consumption scene, and constructs an ecological closed loop with “Host + Platform + MCN (multi-

channel network) organization + Merchants + users + supervision”as the main participants.

In order to optimize the ecology of live-streaming e-commerce, we should further clarify the responsibilities of hosts, platforms, MCN organizations, merchants and regulators, and constantly improve the laws, regulations and standards of direct broadcast e-commerce to protect the rights and interests of consumers

The fields of Live-streaming e-commerce is continuously expanding. The key players in the ecosystem, such as platform, MCN institutions, and regulatory authorities, should work together to protect consumers' rights and interests, and optimize the online consumption ecology. This is the rational choice of the development strategy of cross-border e-commerce between China and Russia.

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THE INFLUENCE OF THE DEVELOPMENT OF DIGITAL ECONOMY ON MARKETING STRATEGY UNDER THE CHANGE OF GLOBAL ECONOMIC PATTERN

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Abstract: *With the change of the world economic pattern, the digital economy has become an important part of the global economy. In this era of*

information explosion, enterprises are facing unprecedented challenges and opportunities. In the face of diversified consumer demand and unpredictable market environment, enterprises need to use digital technology to break the traditional thinking, refresh their own marketing concept, in order to cope with diversified consumer demand and changing market environment, improve brand influence and market competitiveness. This paper analyzes the challenges faced by enterprise marketing in the era of digital economy, and puts forward some new marketing concepts, hoping to bring some reference and reference to the growth of enterprises.

Key words: digital economy, marketing concept, diversified consumer, market competitiveness

1. Introduction

Since the Second World War, especially after the end of the Cold War, the world has ushered in a new wave of economic globalization. Especially since the beginning of the 21st century, with the rise of emerging economies, the global economic pattern has undergone drastic changes. [1] As a major external impact, the COVID-19 and the conflict between Russia and Ukraine have dealt a heavy blow to the already turbulent economic globalization and the turbulent global economic pattern. [2] At the same time, the scientific and technological revolution has not only promoted the great development of social productive forces, but also opened up the world market, resulting in the continuous decline of the dominant position of the United States in the economic globalization, which has replaced the re-globalization characterized by diversification, slow speed, regionalization and digitalization. The wide application of cloud computing, big data and artificial intelligence strengthens the connection between various fields. Enterprises are facing external shocks of new technologies, and traditional marketing methods are no longer applicable, which requires enterprises to keep up with the development situation of the world and change their marketing strategies in time.

2. New challenges of enterprise marketing in the era of digital economy

2.1 Reduce sales links and change in consumer behavior

With the widespread application of digital technology, online sales have gradually replaced offline sales, and consumer behavior has changed. Consumers pay more attention to social consumption experience, and have higher and higher requirements on the quality, safety and trust of products. Therefore, enterprises face new challenges in building customer trust, maintaining customer relationships, and customized personalized products and services.

2.2 Expanded sales scope and increased competitive pressure

Traditional sales channels are usually limited by regions, but in today's rapid development of the digital economy, enterprises can achieve global sales. Global sales face challenges to transnational regulations and customs.[3] This undoubtedly increases the difficulty of competition to enterprises.

2.3 Network security issues will increase operating costs

Under the context of economic globalization, the means of payment have become diversified. Although digital payment means facilitate consumers, there are also network security risks. Facing the huge consumption data of consumers, enterprises need to invest more money to protect customer privacy, which undoubtedly increases the operating costs of enterprises.

3. New marketing strategies

3.1 Break the tradition and update the marketing concept

Under the digital economy, the global commodity circulation intensifies the competition among enterprises. The rise of online shopping, offline sales impact. Enterprises need to change their ideas, accurately position the market, match consumer demand, and build dynamic marketing. The following recommendations to help companies use digital technology to achieve sales targets:

(1) Accurate data analysis and target market positioning

Through digital technology, enterprises can analyze consumer behavior, predict market trends, understand the size and potential of target markets, timely adjust their sales strategies, and form personalized market strategies.

(2) Cross-border cooperation and resource sharing

Product market homogenization situation is serious. Enterprises need to have cross-border cooperation with high-precision enterprises in other fields to absorb technical resources, innovate products, enhance brand charm, and consolidate consumer loyalty.

(3) User participation and content generation

Enterprises encourage users to participate in the creation and interaction, through the videos, comments and sharing released by users, and enhance user stickiness and word-of-mouth dissemination.

3.2 Keep up with the trends and make good use of social media platforms

In recent years, the network, social networking way has gradually emerged. Consumers are happy to get information, express their opinions and share their feelings on social media platforms. Compared with the traditional offline method of collecting, interviewing and investigating users' opinions with a long time and huge workload, the online one-to-one interaction is more timeliness, which brings huge sales opportunities for enterprises.[4]

(1) Content marketing

Enterprises can set up their own brand social media accounts, release industry information, brand stories and discount activities to attract users' attention and interaction. However, it should be noted that content marketing should emphasize the brand concept, create a good atmosphere, convey the high-quality brand image, enhance the product identity, and must avoid low-quality information interference with users, so as to achieve long-term economic benefits.

(2) Live broadcast with goods and product display

Companies can create brand broadcast rooms, cooperate with bloggers who match the brand style, display products through live video broadcast, and use their influence to promote sales.

3.3 Formulate personalized service plan and cultivate brand soft power

The promotion of digital technology has lowered the market threshold and led to the intensification of product homogenization in the market. Personalization has become the core competitiveness of enterprises to achieve sustainable development. How to realize the enterprise personalization, there are the following 2 points can refer to

(1) Personalized recommendation

At present, the personalized recommendation function is the key technology of network marketing. Enterprises can accurately push users through AI technology analysis. Users can see content related to their interests and needs, which can improve their shopping experience.

(2) Personalized customization

For enterprises, enterprises can use user data (age, gender, region, consumption level) to build detailed user portraits. Through user portraits, enterprises can group customers according to their characteristics, and regularly send targeted information (such as time-limited discounts, birthday greetings, etc.). However, it should be noted that the push interface should be clear and easy to operate.

4. Conclusions

In the future, with the deepening of the change of the world economic pattern and the rise of the digital economy, the challenges and opportunities facing enterprise marketing will continue to increase. Enterprises need to constantly innovate and transform and upgrade with the help of digital technology, abandon the traditional inherent thinking, and use an open dynamic vision to develop marketing strategies, so as to improve their market competitiveness and brand influence, so as to achieve sustainable development.

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PROBLEMS OF DIGITALIZATION OF MANAGEMENT IN THE FREIGHT TRANSPORTATION SYSTEM OF KAZAKHSTAN

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Abstract. *The article discusses the problems of the freight transportation system in the field of digital transformation. It is necessary to switch to new business models using the principles and tools of digitalization. The active introduction of modern digital technologies and the exchange of electronic data in the field of rail freight transportation will be announced in the domestic market of transport and logistics services. The relevance of the problems of digitalization in transport logistics is shown, which determined the importance of choosing the topic of this study.*

Keywords: *freight rail transportation, digitalization, transport logistics, integration, logistics infrastructure.*

1. Introduction

The development of transport logistics is a state task. The Head of State always notes the special role of the transport and logistics industry in the Kazakh economy. According to him, this area is important for enhancing regional cooperation.

The dynamics of economic development requires a corresponding evolution of a transport system capable of efficiently servicing logistical needs. It should be understood that today there are a number of problems in the industry related to infrastructure development, technology development, information support, creation of a single information space, further improvement of corridors for transit cargo flows, organization and development of optimal conditions and infrastructure for incoming and outgoing cargo flows, followed by local distribution to final destinations [1].

2. Methodology and Data

Kazakhstan needs to significantly improve the development of logistics infrastructure and integration, including the development of soft infrastructure. Digitalization of transport logistics is also important. That is, the introduction of advanced IT solutions for better data management, the integration of digital platforms and tools to optimize communication and cooperation between stakeholders, as well as the development of a single window system for tax and law enforcement agencies, customs, border control and sanitary control, railway and customs services.

3. Results and Discussion

Kazakhstan exports 80% of the products produced in the country. And most of it by rail. Other modes of transport simply complement its capabilities - both by air, by car, and even by water. Digitalization from Networks Energy is already successfully operating in the freight rail transportation system of Kazakhstan. In particular, the software product of the ACS company "Contractual and commercial work" was introduced several years ago in the national company "KTZ" to optimize the interaction of various services of the carrier and customers. The asudkr.railways website is now open.kz has 40 thousand users. It automates the client's work with carriers, including not only KTZ, but also private carriers TTS and Dar Rail. By the way, this year the company is completing the correspondence of the DKR automated control System for the latest technologies, which will allow faster upgrading of functionality according to business requirements. The advantage of rail transportation is the fact that they are also the cheapest, about three times cheaper than automobile. But why don't many shippers use the railway? Because so far, access to the system is limited by bureaucratic obstacles. They can be eliminated through further digitalization of processes [2,3].

To date, in order to increase the efficiency of transportation activities, KTZ – Freight Transportation LLP is building its business model, focusing on methods of using digital tools and modern solutions in automating key operations with the transition to paperless technologies. This approach allows

us to achieve timeliness, as well as maximum transparency of the company's current business operations [4].

Discussing global logistics trends, the experts highlighted integrated outsourcing (5PL), a service of the highest, 5th level. 5PL operators provide a full range of services for planning, transportation, and warehousing of various cargoes and goods. The development of providers to the 5PL level is a matter of the near future. According to forecasts, in 20-30 years a single logistics space operating on the territory of the European Union will be organized. As for the member countries of the Eurasian Economic Union, the issue of creating conditions for the formation of digital transport corridors of the EAEU is currently being worked out. In order to ensure effective and transparent control by the industry, increased attention is paid to digitalization issues. There are a number of unresolved problems in this area:

✓ The traditional search for cargo or carrier on exchanges takes a lot of time due to the verification of cargo or transport with a driver for authenticity, and a large number of intermediaries significantly increase costs;

✓ Significant expenditure of financial resources and time on collecting signatures for the delivery of goods to the address, accompanied by a large expenditure of paper on waybills, waybills, lead to large cash gaps;

✓ The availability of informal cargo transportation outside the legislative framework in the market attracts many "gray" and foreign transport companies, displacing law-abiding and local ones [5].

4. Conclusions

The main task of KTZ is to monetize the transit potential of Kazakhstan by attracting additional customers and cargo. The development of a digital transport corridor and the expansion of cooperation with international logistics companies should contribute to solving this problem. The development of the digital corridor means the creation of an effective system for attracting new goods, increasing the recognition and accessibility of Kazakhstan's transport corridors for international customers, and integrating our country into global logistics chains. This not only concerns transit flows, but will also contribute to increasing the export opportunities of Kazakhstani companies [6].

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ANALYZING THE INTRODUCTION OF SUSTAINABLE ENERGY POLICY IN NIGERIA ON SMALL AND MEDIUM-SIZED BUSINESS COMPETITIVENESS: A CASE STUDY OF MAX.NG AND JET MOTOR COMPANY USING THE ABCD MODEL

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Abstract: *Nigeria's recent shift towards sustainable energy policies presents both challenges and opportunities for small and medium-sized enterprises (SMEs). This study analyzes the impact of the introduction of sustainable energy policy on SMEs competitiveness using the ABCD model (Agility, Benchmarking, Convergence, and Dedication) approach. This research employs a qualitative case study approach, using Max.ng, a start-up mobility tech company focused on electric automobiles, mobile delivery, and logistics, with Jet Motor Company, a Nigerian automobile electric vehicle manufacturer. This research explores how these businesses are adapting to the new policy landscape. The findings reveal that agility and dedication are crucial for navigating the complexities of sustainable energy adoption by both companies. Benchmarking against international best practices and fostering convergence between traditional and sustainable business models are also critical for enhancing competitiveness. This research paper concludes by offering policymakers and industry stakeholders recommendations to support SMEs in this transition.*

Keywords: *Sustainable Energy Policy, Nigeria, SMEs, Competitiveness, and ABCD Model.*

1. Introduction

Nigeria, Africa's most populous nation, is undergoing a significant transformation in its energy sector. The increasing awareness of environmental degradation caused by reliance on fossil fuels and the need for energy security has prompted the government to introduce sustainable energy policy [1]. These policies aim to diversify the energy mix, reduce reliance on fossil fuels, and promote renewable energy sources like solar and wind power.

While these policies are crucial for long-term environmental and economic sustainability, they also present challenges for small and medium-sized enterprises (SMEs). SMEs are the backbone of the Nigerian economy, contributing significantly to job creation and economic growth [2]. However, their ability to adapt to new regulations and invest in sustainable technologies can be limited by factors such as resource constraints, lack of awareness, and limited access to finance [Adebayo et al., 2019].

This paper investigates the introduction of sustainable energy policy on SME competitiveness in Nigeria. It employs the ABCD model, a framework developed by Hwy-Chang Moon [3] to analyze business model innovation in emerging economies. The ABCD model focuses on four key capabilities which are stated as follows:

Agility: The ability to adapt and respond quickly to changing market conditions (Hwy-Chang Moon, 2015).

Benchmarking: Continuously learning from and emulating best practices (Hwy-Chang Moon, 2015).

Convergence: Combining traditional and new business models to create synergies (Hwy-Chang Moon, 2015).

Dedication: A strong commitment to achieving sustainability goals (Hwy-Chang Moon, 2015).

The paper utilizes a qualitative case study approach, focusing on two SMEs: Max.ng, a leading start-up mobility tech company focused on electric automobiles, mobile delivery, and logistics, and Jet Motor Company, a Nigerian automobile electric vehicle manufacturer. Through in-depth research and analysis, we explore how these businesses are adapting to the new policy landscape and how the ABCD model can be applied to enhance their competitiveness in a sustainable energy environment.

2. Literature Review

Nigeria's sustainable energy policies present challenges and opportunities for small and medium-sized businesses (SMBs). This review examines their impact on SMB competitiveness using the ABCD model (Agility,

Benchmarking, Convergence, Dedication). We explore existing research on Nigerian energy policy, the ABCD model, and the unique challenges and opportunities faced by Nigerian SMBs. A future case study will illustrate the ABCD model's application.

Existing research on sustainable energy policy in Nigeria

Despite vast oil reserves, a large portion of Nigeria lacks reliable electricity. The government has implemented policies promoting sustainable sources like solar and wind power [4]. These include feed-in tariffs, tax breaks for renewable energy companies, and initiatives to encourage investment. While aiming to improve energy security and reduce dependence on fossil fuels, these policies introduce new regulations for businesses. Understanding the specific policies and their potential impact on SMBs is crucial [5].

ABCD model in business strategy

The ABCD model, developed by [3], provides a framework for business strategy in a dynamic environment.

The four components are:

Agility (Speed and Precision): The ability of a company to adapt its operations and strategies quickly and efficiently to changing market conditions.

Benchmarking (Learning and Best Practice): Continuously comparing a company's performance against industry leaders or sustainable business practices to identify areas for improvement.

Convergence (Mixing and Synergy-Creation): Combining different resources and approaches to create innovative solutions that address both business needs and sustainability goals.

Dedication (Diligence and Goal-Orientation): A company's unwavering commitment to implementing sustainable practices and achieving its related goals.

This model can be particularly helpful for small and medium-sized businesses SMBs navigating the evolving landscape of sustainable energy policy.

Challenges and Opportunities faced by Nigerian small and medium-sized businesses (SMBs)

Existing research highlights both challenges and opportunities associated with sustainable energy policy for Nigerian SMBs. Studies by Adeniran et al. (2021) and Afolabi (2020) identify access to financing, lack of awareness about sustainable technologies, and limited technical expertise as key hurdles. SMBs are the backbone of the Nigerian economy, employing a significant portion of the workforce and contributing substantially to GDP [Chidiebere Chibuike, 2023], [This Day Live, 2024]. However, they often lack the resources and knowledge to readily adapt to new regulations or invest in sustainable technologies [Elizabeth Olufunmilayo, 2020].

The Studies by [6] highlight the potential benefits of sustainable energy adoption for SMEs, including cost savings, improved brand image, and access to new markets. Reduced energy dependence translates to improved cash flow and profitability [The National Renewable Energy Laboratory, 2004]. Consumers are increasingly drawn to environmentally conscious businesses [Nielsen survey report, 2015]. Operationally, renewable energy offers reliable and independent power, fostering higher productivity [Oni et al., 2018]. The Nigerian government further incentivizes the transition with tax breaks, low-interest loans, and grants specifically targeted towards renewable energy projects undertaken by SMEs. Reduced reliance on fossil fuels offers additional benefits, such as mitigating risks associated with fluctuating prices. A commitment to sustainability can even improve employee morale.

While challenges exist, like initial investment costs and access to financing from studies by the World Economic Forum Report, 2020, point out the challenges faced by SMEs, and how the renewable energy sector is rapidly evolving. Costs are decreasing, and a skilled workforce is emerging to address technical expertise needs. Financial institutions are also developing loan products specifically tailored to SMEs high upfront costs of renewable energy technologies and the lack of government support mechanisms. A study conducted in South Africa [7] found that many SMEs were hesitant to invest in renewable energy due to the perceived financial risks." Similarly, [8] argue that government policies in many developing countries do not provide adequate financial incentives or technical assistance to support SMEs in their transition to sustainable energy adoption.

However, adopting sustainable energy solutions is a win-win for Nigerian SMBs. It offers financial benefits, brand image enhancement, improved operational efficiency, and a chance to contribute to a cleaner environment. Supportive government initiatives and a growing focus on sustainability create a favorable environment for this transition. As Nigerian SMBs recognize these opportunities, they can position themselves for long-term success in a resource-conscious future

3. Research Methodology

This study employs the ABCD Model [3] and a qualitative case study approach, utilizing **secondary data collected through online research**, to explore the impact of the introduction of sustainable energy policies on SMEs competitiveness in Nigeria. The case study allows for an in-depth examination of the experiences of two specific businesses, Max.ng and Jet Motor Company.

This approach is particularly suited for this research as it enables a rich understanding of the complex factors shaping how SMEs adapt to sustainable energy policies in Nigeria. The selection of Max.ng and Jet Motor Company as a case study provides a contrasting view of SME experiences. Max.ng, as a start-

up mobility tech company focused on electric automobiles, mobile delivery, and logistics, with Jet Motor Company, a Nigerian automobile electric vehicle manufacturer was impacted by regulations on vehicle emissions and the need to adopt energy-efficient practices in their production.

Using all aspects of the ABCD Model while considering both the main factors and sub factors, below are the cross-sectional analysis between Max.ng and Jet Motors Company:

Agility (Speed and Precision):

Max.ng: has the speed due to their existing delivery network which allows for faster adoption of electric motorbikes. Partnering with manufacturers and strategically placing charging stations can further enhance their precision.

Jet Motors: Shifting to electric SUVs takes more time, but their focus on ruggedness ensures they're well-suited for Nigeria's terrain.

Benchmarking (Learning and Best Practice):

Max.ng's Both Max.ng's M3 motorbike and Jet Motors' electric SUV showcase innovation. Benchmarking against established EV companies can accelerate their progress by learning best practices.

Convergence (Mixing and Synergy Creation):

Max.ng: their bespoke electric motorbikes show potential for future collaboration, while their current partnership focuses on fundraising.

Jet Motors: Partnering with GIG Logistics exemplifies convergence, leveraging expertise to create accessible charging stations.

Dedication (Diligence and Goal Orientation):

Max.ng: their electric motorbike pilot program and Yamaha investment show dedication to exploring sustainable delivery options.

Jet Motors: their focus on research and development of electric SUVs, coupled with successful fundraising, demonstrates a strong commitment to long-term sustainability goals.

Overall Analysis: The impact of the introduction of sustainable energy policies on Max.ng and Jet Motors Company.

This study explores the impact of introducing sustainable energy policies on two Nigerian companies: Max.ng, a start-up mobility tech company focused on electric automobiles, mobile delivery, and logistics, with Jet Motor Company, a Nigerian automobile electric vehicle manufacturer. We utilized the ABCD Model and a qualitative case study approach to gain in-depth insights.

Key Findings:

Max.ng stands to benefit significantly from the agility it possesses. Their existing delivery network facilitates faster adoption of electric motorbikes. Strategic partnerships with manufacturers and well-placed charging stations can further enhance their precision.

Jet Motors, due to the substantial shift required to produce electric SUVs, faces a slower adaptation compared to Max.ng. However, their focus on

ruggedness ensures their electric SUVs are well-suited for the challenging Nigerian terrain, offering a crucial advantage.

Conclusion:

The introduction of sustainable energy policies has a differential impact on Max.ng and Jet Motors. While Max.ng's existing infrastructure allows for faster adaptation of electric vehicles, Jet Motors requires more time due to the complexities of transitioning to electric SUVs. However, their focus on ruggedness ensures their vehicles are well-suited for the local terrain. Benchmarking presents a valuable opportunity for both companies to learn from established players and accelerate their electric vehicle integration efforts within the evolving market landscape.

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THE PERFORMANCE ASSESSMENT OF CHINESE ENTERPRISES WITHIN THE FRAMEWORK OF INTERNATIONAL MARKETING MODEL

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Abstract: *This paper mainly analyzes the enterprise performance evaluation under the international marketing mode. This paper first introduces the background of international marketing model, and discusses the marketing of multi-enterprise performance in international marketing mode from the perspectives of enterprise strategy and operation. Analyze the influence of international marketing model on enterprise strategy from three aspects of product market layout, risk management and brand building; and the influence of international marketing model on enterprise operation from three aspects of overseas market research, cost optimization and supply chain integration. Through the analysis, it is concluded that the international marketing mode has a significant impact on enterprise performance, and can help enterprises to establish market advantages, improve operational efficiency and promote strategic progress.*

Key words: *International marketing model, enterprise operation, enterprise strategy.*

1.Introduction

With the acceleration of globalization, the international marketing mode of enterprises has become one of the main ways for enterprises to expand their scale, improve competitiveness and acquire market share. For those enterprises who want to enter the global market, how to find, understand and adapt to the needs and management methods of the foreign market is the key to the success of the international marketing model. Under this premise, this paper will discuss the impact of international marketing model on enterprise performance from two aspects of strategy and operation.

2.The influence of international marketing model on enterprise strategy

Building a set of effective international marketing mode is not only a sign of the development of globalization, but also needs the support of enterprise development strategy. On the one hand, the international marketing mode requires enterprises to have rich industry experience and knowledge, and on the

other hand, it also needs enterprises to develop a strategy to adapt to the international marketing mode.

2.1 Product market layout

A good international marketing model needs to develop different product strategies in different countries and regions. Enterprises need to choose reasonable product positioning according to the consumer needs and purchasing power of different markets to ensure that the products can be successfully sold smoothly in the local market, so as to improve the profitability of enterprises. For example, Kraft Foods, in order to adapt to different eating habits and cultural backgrounds in different markets, has launched a variety of different flavors of Oreo cookies. This market stratification strategy can meet the diversified needs of consumers, and thus bring the success of the brand.

2.2 Risk management

With the expansion of the scope of international operation, enterprises need to establish a sound risk management mechanism under the premise of legal compliance. In the process of international operation, enterprises will inevitably face different risks such as exchange rate fluctuations, political risks and cultural differences, and building a perfect risk management system can make enterprises more comfortable in the handling of risks. For example, when Baidu tried to enter the overseas market, it encountered the problems of false search list and invasion of user privacy. Baidu took decisive measures, responding to the problem to avoid the further expansion of losses and expand the development opportunities of overseas markets.

2.3 Brand building

Brand is the "stepping stone" of enterprises in international operation. Having a good brand in overseas market can help enterprises attract more consumers. Brand building requires multi-level promotion work in the global market, such as global advertising, public welfare activities, social media interaction, etc. A foreign company with an outstanding brand reputation can improve its brand awareness and lead consumers to have more confidence and recognition of the enterprise. For example, while Coca-Cola is expanding its overseas markets, it has built a global brand marketing network and launched a series of brand marketing activities through sports events, music festivals and other large event opportunities to expand its influence in the global market.

3.The impact of the international marketing model on the enterprise operation

In addition to describing a complete enterprise development strategy, a good international operation mode also needs more specific planning and integration at the operational level. Because in the operation of internationalization, the enterprise faces different language, culture, legal system and the huge difference of market environment, and in such a radical

market competition, a good operation mode can bring enterprises more efficient process, more automation, speed, thus in multiple ways successfully complete the market sales and business process.

This paper will analyze the impact of the international marketing model on the enterprise operation from the following three aspects:

3.1 Overseas market research

In the practice of international marketing model, overseas market research is a crucial link. For enterprises, accurately understanding the consumption demand, consumption habits and legal business instructions of overseas markets is very important for the market expansion of enterprises. Through the investigation of overseas markets, enterprises can understand the type, scale, positioning and target groups of competitors, and then lead their own brand and service to expand to a more high-end class.

3.2 Cost optimization

In the process of international operation, enterprises also need to carry out a long-term economic strategy in the cost experiment and adjustment period. How to trend cost advantage, how to identify possible risks, need careful planning and adjustment. A good operation model needs to increase production capacity, reduce costs, and provide a more competitive price through technology and process optimization, so as to ensure the global business revenue of enterprises. For example, in the process of international operation, Lenovo Group improved the production efficiency of modules by reducing product production cost, implementing reasonable modules and flow charts, and other plans, so that the profit margin of the average wage increased from 20% to 40%.

3.3 Supply chain integration

Supply chain integration is another important chain link in the establishment of a successful international marketing model. As a whole, the supply chain is to coordinate the cooperative relationship between enterprises and suppliers to ensure that the product quality, delivery time and service quality are effectively guaranteed. The supply chain integration of international operation mode is more critical, which requires enterprises to launch supply chain models that meet different demands according to different market demands and service objects, and ensure the quality and timely delivery of the final package. At the same time, the supply chain operating around the world must take into account policies, regulations and local standards in international operations to ensure that enterprises operate legally and compliant. For example, in terms of supply chain integration, Apple controls the manufacturing and transportation links of raw materials, parts and finished products, to ensure the maximum quality of products.

4.Conclusions

To sum up, the international marketing model has a significant impact on enterprise performance, and can help enterprises to establish market advantages, improve operational efficiency and promote strategic progress. Only in the process of practice according to their own characteristics to establish an excellent enterprise structure, planning a set of business model suitable for global operation, in order to maintain an invincible position in the competitive international market.

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Section 11. (Tourism: a roadmap for cooperation)

Секция 11. Туризм: дорожная карта международного сотрудничества

لباشكورتوستان الإسلامية الثقافة في المقدسة الأراضي إلى الحج

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1 المقدمة

حاشية. ملاحظة. الحج هو حج المسلم إلى مكة وجبل عرفات وأوديتي منى ومزدلفة. ترجمة من العربية، تعني كلمة "الحج" "التجديد والعودة" و"السعي إلى المجد". زيارة الأماكن التي ولد فيها النبي محمد (صلى الله عليه وسلم) تقوي إيمان الإنسان. كان الغرض من بحثنا هو تحليل حالة الحج لمسلمي باشكورتوستان إلى مكة والمدينة، على أساس المواد التاريخية والإثنولوجية. تم إيلاء اهتمام كبير لدراسة تاريخ إمكانية ارتكاب الجرائم قبل ثورة أكتوبر وخلال الفترة السوفيتية وفي الوقت الحاضر. لقد شهد تاريخ تطور الحج إلى مكة من باشكورتوستان تغييرات كبيرة. في السنوات الأخيرة، ارتفع عدد الحجاج من باشكورتوستان بسرعة. وتعتمد الزيادة في أسعار الحج على سعر صرف الدولار الذي ارتفع بشكل حاد. وحتى ارتفاع الأسعار لم يؤثر على زيادة الراغبين في الحج والعمرة الكلمات المفتاحية: الحج، مكة، المدينة المنورة، التاريخ، الحج، العمرة

2. البحث وموضوعات طرق.

الحج هو تذكير للمسلمين بأسلافهم وأنبيائهم ورسلمهم الصالحين، حتى يتسنى للمؤمنين أن يلهمهم بعمق ويقوى الإيمان في قلوبهم. يرتبط كل مكان يتم فيه أداء مراسم الحج بحدث تاريخي ما. الحج فرصة عظيمة لبدء الحياة بصفحة بيضاء، ويبدأ الحج بإرادة صادقة، ومن علامات قبول الله تعالى للحج تغيير أخلاق الإنسان نحو الأفضل.

كان الغرض من بحثنا هو تحليل حالة الحج لمسلمي باشكورتستان إلى مكة والمدينة، على أساس المواد التاريخية والإثنولوجية. تم إيلاء اهتمام كبير لدراسة تاريخ إمكانية ارتكاب الجرائم قبل ثورة أكتوبر وخلال الفترة السوفيتية وفي الوقت الحاضر.

منذ العصور القديمة، بالنسبة لأسلاف الباشكير الذين اعتنقوا الإسلام، كانت هناك عادة زيارة الأماكن المقدسة؛ وبطبيعة الحال، كان الحلم والرغبة الرئيسية هو أداء فريضة الحج إلى مكة والمدينة المنورة. لقد وصلوا إلى هناك سيرا على الأقدام. وبحسب شهادة الأشخاص الذين ذهبوا إلى الأراضي المقدسة، فإن الرحلة بأكملها استغرقت حوالي عامين. لقد استعدوا بعناية للحج، وشجعهم أقاربهم بالصلاة وقدموا طلباتهم للذكرى. وكان الهدف الأساسي من الحج زيارة المسجد الحرام ومسجد النبي محمد (صلى الله عليه وسلم)، وزيارة الأرض المقدسة. فصاموا وقرأوا الصلاة وطافوا حول الكعبة. كان أداء فريضة الحج من قبل مسلمي باشكيريا صعباً وخطيراً للغاية. في الثامن عشر - أوائل القرن التاسع عشر. سافروا إلى الأماكن المقدسة على الخيول والجمال والعربات وعلى الأقدام. وتم تشجيع الحجاج على أخذ الإمدادات معهم لتجنب التسول، ويمكنهم عقد صفقات تجارية صادقة دون ربح. بالنسبة لمعظم الحجاج، كانت التجارة في الرحلة هي وسيلة عيشهم الوحيدة. عند الذهاب إلى الحج، يترك المؤمن الحقيقي بيته وأحبائه لسنوات عديدة، أو حتى إلى الأبد. كان على المسلم أن يسافر آلاف الكيلومترات. وكثيرون لم يصلوا إلى مكة، فماتوا في الصحراء من العطش أو الجوع أو أيدي اللصوص، أو وقعوا ضحايا للحيوانات المفترسة أو [170]، الأوبئة المستعرة.

قبل ثورة أكتوبر، كقاعدة عامة، حاول جميع رجال الدين في باشكيريا أداء فريضة الحج. في كل عام، ذهب أئمة مساجد الكاتدرائية، والإمام الخطيب، والمكاتب، والمجاليم، والأهون إلى مكة؛ غالباً ما كان المسلمون الأثرياء يرسلون مكانهم "وكيل الحاج" - ممثل رجال الدين، ويدفعون له جميع النفقات [214]، اللازمة.

خلال الفترة السوفيتية، تم تنظيم عدد الحجاج بشكل صارم: ما لا يزيد عن 20-30 شخصاً من جميع أنحاء البلاد. وكان من بين الحجاج شخصيات ثقافية، وأمناء اللجنة المركزية للأحزاب الشيوعية في آسيا الوسطى، وممثلون مخلصون للنخبة الروحية، ومسلمون موثوق بهم من بين قدامى المحاربين والعمال. لم يكن الحج إلى الأماكن المقدسة موضع ترحيب، وتم قمع العديد من الذين أدوا فريضة الحج [3313]، في أواخر عشرينيات القرن الماضي. خلال الحرب العالمية الثانية، تم استبعاد إمكانية الحج

3. والمناقشات النتائج

كان استئناف رحلات الحج في الأربعينيات من القرن الماضي حدثاً كبيراً في الحياة الدينية للمؤمنين. القرن العشرين في عام 1945، وبإذن من الحكومة، ذهب 17 شخصاً بقيادة المفتي إلى الحج من باشكيريا. كان من الصعب جداً الحصول على الإذن وتنظيم الحج

وفي الاتحاد الروسي، بعد انهيار النظام الشيوعي، كان هناك اتجاه نحو زيادة عدد الأشخاص الراغبين في أداء فريضة الحج. وأتاحت الفرصة لممثلي الديانات المختلفة للتحدث بصراحة عن تمسكهم بدين معين ورغبتهم في أداء الشعائر الدينية، بما في ذلك المسلمين. في ال 1990. من 50 إلى 200 شخص ذهبوا بانتظام للحج من باشكورتستان. بالمقارنة مع السنوات السوفيتية، زاد عدد الحجاج من [418]، الجمهورية 20-10 مرة.

يختلف عمر الحجاج وتكوينهم الاجتماعي. من بين سكان باشكورتستان الذين يرغبون في أداء فريضة الحج هناك رجال الدين والعلمانيون. متوسط عمر الحجاج هو 50-80 سنة. غالبية الحجاج هم مسلمون مؤمنون بإخلاص ويسعون جاهدين لأداء واجبهم الديني. وكانت المجموعة الدائمة للحجاج منذ عام 1990 من النساء. ومن بين النساء علمانيات، متدينات جداً، صغاراً وكباراً. يغير الحج بشكل كبير موقف الإنسان من الحياة. في كثير من الأحيان يوجد بين الحجاج من لا يعرف جيداً القواعد الأساسية لأداء ليس فقط الحج بل الصلاة أيضاً. حتى أنه يحدث أن يؤدي الناس الصلاة لأول مرة في حياتهم عند

وصولهم إلى مكة. ومع ذلك، هناك العديد من الأمثلة عندما يعود الشخص من الحج بعمق شديد ويبدأ في تلبية جميع متطلبات الإسلام.

في السنوات الأخيرة، ارتفع عدد الحجاج من باشكورتوستان بسرعة. وكان متوسط سعر الحج في عام 2006 هو 55 ألف روبل، وفي عام 2023 كان 470 ألف روبل. وتعتمد الزيادة في أسعار الحج على سعر صرف الدولار الذي ارتفع بشكل حاد. وحتى ارتفاع الأسعار لم يؤثر على زيادة الراغبين في أداء فريضة الحج. وفي العقد الأخير أصبح من الممكن أداء العمرة التي متوسط سعرها 120 ألف روبل، وشهر رمضان 195 ألف روبل. ووفقا للطلب المتزايد، فإن عدد منظمي الرحلات السياحية لرحلات الحج يتزايد كل عام.

نتائج - 4

وبالتالي فإن الحج هو حج المسلمين إلى مكة وضواحيها - إلى جبل عرفات وإلى وادي مزدلفة ومنى. ترجمة من العربية، تعني كلمة "الحج" "السعي إلى المجيد" و"العودة والتجديد". زيارة الأماكن التي ولد فيها النبي محمد تقوي إيمان الإنسان. لقد شهد تاريخ تطور الحج إلى مكة من باشكورتوستان تغييرات كبيرة. في السنوات الأخيرة، ارتفع عدد الحجاج من باشكورتوستان بسرعة. وتعتمد الزيادة في أسعار الحج على سعر صرف الدولار الذي ارتفع بشكل حاد. وحتى ارتفاع الأسعار لم يؤثر على زيادة الراغبين في الحج والعمرة.

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استراتيجيات تعزيز السياحة الثقافية ودورها في التنمية الاقتصادية

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□ **لخص:** تهدف الدراسة إلى تحديد أهم الاستراتيجيات المعتمدة في تعزيز السياحة الثقافية في الجزائر ودورها في التنمية الاقتصادية؛ وذلك بالاعتماد على المنهج الوصفي التحليلي، وقد توصلت إلى أن هناك مجموعة كبيرة من الاستراتيجيات التي اعتمدتها الدولة الجزائرية لدعم وتعزيز هذا القطاع نظرا لأهميته الاقتصادية والثقافية ومن بينها: تقديم دعم وتعزيز للمؤسسات الناشئة في القطاع الثقافي والفني؛ إضافة إلى مجموعة من الأساليب الأخرى مثل اعتماد الإشهار بكل أنواعه وخاصة الإلكتروني للترويج للسياحة بالجزائر، الاعتماد على التكنولوجيات الحديثة وتقنيات الواقع الافتراضي كالمواقع والتطبيقات الإلكترونية الإرشادية كتطوير موقع algeriatours.dz، تطبيق سيرتا سياحة، وبوابة مسارات الجزائر، بالإضافة إلى التعاون بين قطاع الثقافة والسياحة كتنظيم المهرجانات والمعارض الخاصة

بالصناعات التقليدية؛ وكل هذا يعمل على رفع مستويات الإنتاج والدخل، خلق فرص العمل وفتح آفاق جديدة في مجال الاستثمار أيضا مما يؤدي بدوره إلى دعم التنمية الاقتصادية.

الكلمات المفتاحية: السياحة الثقافية، التنمية الاقتصادية، الجزائر.

□ قـدـة

تعد السياحة نشاطا إنسانيا متعدد الأغراض والمقاصد، كما تعتبر وسيلة لتحقيق المعرفة من خلال التجارب الحقيقية التي يقوم بها الفرد عند الانتقال من مكان إلى آخر، من خلال الاتصال الفكري والثقافي بمجموعات أخرى؛ وقد اختلف العلماء في تحديد مفهوم دقيق وشامل لمصطلح السياحة نظرا لتعدد أبعادها وأنواعها فهي من وجهة نظر اقتصادية وحسب ما جاء به عالم الاقتصاد النمساوي " شولير نشر انتهوس " باعتبار السياحة: " اصطلاحا يطلق على أي عمليات اقتصادية متعلقة بوجود إقامة وانتشار الأجانب داخل وخارج منطقة معينة أو أية بلدة ترتبط بهم ارتباطا مباشرا. " (ثامر و باهي، 2020، صفحة 13)

ونظرا للبعد الاقتصادي للسياحة، اعتمدت الدولة الجزائرية مخططا توجيهيا للتنمية السياحية لآفاق 2030 (SDAT) كنشاط أساسي يعتبر جزء من المخطط الوطني لتهيئة الاقليم آفاق 2030 (SNAT) والذي يعمل على ثلاثية التنمية المستدامة (رقي اجتماعي، فعالية اقتصادية، واستدامة بيئية) ويهدف مخطط السياحة إلى:

- جعل السياحة قطاعا مساهما في تنمية الاقتصاد وكبديل لقطاع المحروقات؛
 - ضمان اشراك قطاعات مختلفة (قطاع الأشغال العمومية، قطاع الفلاحة، والقطاع الثقافي)؛
 - التوفيق بين التنمية السياحية والبيئية؛
 - العمل على تحسين صور الجزائر دوماً؛
 - مخطط الشراكة بين القطاع العام والخاص؛
- خسر مخطط جودة السياحة لتطوير التميز في العروض السياحية الوطنية بإدماج التكوين من خلال الارتقاء المهني والتعليم والانفتاح على تكنولوجيا الإعلام والاتصال. (وزارة السياحة والصناعة التقليدية)
- تختلف تصنيفات السياحة على أساس الموقع (سياحة دولية، سياحة داخلية)؛ على أساس الإقامة (دائمة، موسمية)؛ على أساس الهدف (ترفيهية، علاجية، دينية، علمية)؛ على أساس الجذب السياحي إلى سياحة طبيعية، سياحة اجتماعية، سياحة ثقافية وتعرف هذه الأخيرة على أنها متعلقة بزيارة الأماكن التاريخية، المعالم الأثرية والدينية، المتاحف، المسارح وغيرها من المرافق الثقافية، وغالبا ما تكون الزيارة من أجل المشاركة في العروض أو المهرجانات، الجولات السياحية المنظمة... إلخ؛ تمثل السياحة الثقافية 10% من إجمالي السياحة في العالم نظرا لأهميتها الكبرى على مستويات عدة، فهي تهدف إلى زيادة فهم الفرد لتاريخ المنطقة التي يزورها والتعرف على تطورها الاجتماعي والثقافي. (زرواتي و رابحي، صفحة 86) كما تركز السياحة عامة والسياحة الثقافية على وجه الخصوص على ثلاث مرتكزات أساسية، وهي تنبع من حاجات الزوار التي يجب توفرها في المنطقة السياحية، إضافة إلى وجود عناصر الجذب التي من شأنها استقطاب السياح وتتلخص في : العامل البيئي؛ العامل الأمني، والعامل الاقتصادي؛ فتوفر هذه العوامل يساعد في استقطاب أكبر عدد من السياح.
- تحظى الجزائر بجملة من المقومات التي تجعلها وجهة سياحية ثقافية، ويمكن تقسيمها إلى

ثلاثة مقومات كبرى تدرج ضمنها جملة من العناصر الأخرى وهي كالآتي:

- **□ قـوـا ت طـبـيـعـية:** متنوعة وموزعة على 2381741 كلم²، سواحل ممتدة على طول 1200 كلم، سلاسل جبلية من شرق لغرب البلاد تتضمن محطات ومركبات سياحية مخصصة للعطل الشتوية والصيد البري مثل تيكجدة، حدائق وحضائر طبيعية مثل (القالة، قوراي، تلمسان...)؛ تنوع مناخي (مناخ متوسطي، قاري وصحراوي) ...

□ **قَوَائِمُ حضارية وثقافية:** لها مواقع ضاربة في التاريخ كموقع الطاسيلي، سيفار، مواقع وادي ميزاب، المواقع والمدن الرومانية كنتيديس، جميلة، وتيمقاد، مدن ذات طابع معماري عثماني، والآخر أمازيغي كل هذه المواقع وغيرها الكثير تحمل في طياتها اختصارا عن مراحل تاريخية تميز هذا البلد؛

□ **قَوَائِمُ أدبية:** تمثل البنية التحتية، من شبكات اتصال، طرق، موانئ، مطارات، خدمات فندقية مختلفة. (بركان، 2014، الصفحات 237-239)

من خلال ما سبق ذكره يمكن طرح التساؤل الآتي: فيما تتمثل الاستراتيجيات المتبعة في تعزيز السياحة الثقافية في ولاية قسنطينة في الفترة الممتدة من 2019-2023؟

□ نهجية البحث

اعتمدت الدراسة على المنهج الوصفي التحليلي، وقد استخدمت أداة الملاحظة البسيطة ومجموعة من المقابلات العلمية الحرة مع: السيد بن تركي عمار رئيس مصلحة السياحة بمديرية السياحة والصناعات التقليدية بولاية قسنطينة، الجزائر، من أجل الحصول على بيانات وإحصائيات متعلقة بعدد الزوار الأجانب للمدينة في الفترة الممتدة ما بين 2019-2023؛ ومقابلة مع السيد تقي الدين خرباش صاحب مشروع مؤسسة "نحن مجتمع الفن"، للحصول على معلومات حول المشروع المتمثل في موقع إلكتروني يعتبر أكبر قاعدة للبيانات الخاصة بالفنانين الجزائريين.

نتائج البحث

انطلاقا من نتائج الدراسة النظرية وتحليل المعطيات التي تم التوصل إليها من خلال المقابلات الميدانية توصلنا إلى جملة من النتائج تمثلت في:

- تسجيل تطورا ملحوظا في عدد الوافدين الأجانب إلى مدينة قسنطينة عبر الوكالات السياحية وذلك في الفترة الممتدة بين 2019-2023.

جدول رقم 1: تطور عدد الوافدين الأجانب إلى مدينة قسنطينة.

السنوات	2019	2022	2023
عدد الوافدين الأجانب	317	1366	3271

المصدر: اعداد شخصي بالاعتماد على معطيات (مديرية السياحة والصناعة التقليدية لولاية قسنطينة، 2024)

- يعود هذا إلى رفع اجراءات الحجر الصحي بعد انتهاء جائحة كوفيد-19؛ كما لاحظنا اعتماد وتطبيق استراتيجيات متنوعة لتعزيز السياحة الثقافية بشكل فعلي بداية من 2022 وتمثلت في:

- الاعتماد على تقنيات الإشهار الإلكتروني للترويج للسياحة والمواقع الأثرية والثقافية بالجزائر وخاصة قسنطينة؛

- تصميم مواقع تساعد الوافدين (أجانب أو محليين) على تحديد المسارات السياحية بالجزائر؛ من خلال تقديمها لمعلومات دقيقة ومفصلة حول المواقع التاريخية، الأثرية والثقافية مثل موقع algeriatours.dz، بالإضافة إلى تصميم تطبيقات إرشادية باللغات الثلاث (العربية، الفرنسية والانجليزية) ووضعها حيز الخدمة مثل تطبيق "سيرتا سياحة"؛

- توصلنا إلى أنه تم الاعتماد بشكل فعلي وعلمي على قرار التعاون بين القطاعات (التعليم العالي، القطاع الاقتصادي، القطاع الثقافي والسياحي) من خلال دعم المشاريع والمؤسسات الناشئة المختصة في المجال الفني، مثل شركة "نحن" مجتمع الفن، وهي: "شركة خدمات فنية تعتمد على موقع الكتروني خدماتي تبعه تطبيق يكون عبارة عن ملقني لكل عناصر عالم الفن ويقوم على انشاء قاعدة بيانات توفر كل المعلومات الخاصة بالفنانين الجزائريين وأعمالهم الفنية." (خرباش، 2023) إن فكرة هذه الشركة ستقدم دعما قويا لمجال السياحة الثقافية مستقبلا.

خاتمة

إن للسياحة الثقافية أهمية كبرى في التنمية الاقتصادية، الاجتماعية وحتى الفكرية وعليه يجب اعتماد مختلف الأساليب والاستراتيجيات المتاحة من إشهار وترويج لمختلف الصناعات التقليدية، المواقع الفنية والثقافية والسعي لتوفير مستلزمات استقبال الوافدين سواء من الداخل أو الخارج؛ وهذا بدوره سيساهم في رفع مستويات الإنتاج، خلق فرص عمل وفتح مجال للاستثمارات الجديدة.

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السياحة الثقافية هي المفتاح لتوسيع التعاون بين قطر وروسيا

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Abstract: The article reveals the importance of the aspect of cultural tourism between countries. The author of the article explores prospects for the development of tourism between Qatar and Russia. The author comes to the conclusion that the Museum of Islamic Art can serve as a center of attraction for Russian tourists. Cooperation between Qatar and Russia in the field of tourism represents a promising direction in strengthening diplomatic and cultural relations between the two countries. Qatar and Russia are of mutual interest as tourist destinations for their citizens. By expanding cultural dialogue on the basis of world-famous museums, such as, for example, the Museum of Islamic Art, great results can be achieved for international cooperation.

Key words: Qatar, culture tourism, Russia, Museum of Islamic Art.

المقدمة

تَلْعَبُ السياحة حاليًا دورًا رئيسيًا في التعاون الدولي، حيث تُساهم في تعزيز العلاقات الدبلوماسية والتبادل الثقافي والتنمية الاقتصادية. تُعدُّ السياحة مصدرًا مهمًا للدخل للعديد من البلدان، حيث توفر فرص العمل وتطوير البنية التحتية وزيادة التجارة. تعزز السياحة التبادل الثقافي بين الدول من خلال السماح للسائحين بالتعرّف على التقاليد والعادات والتاريخ المحلي. وهذا يساعد على زيادة التفاهم المتبادل وتعزيز العلاقات الودية بين الشعوب. كما يلعب التعاون الدولي في مجال السياحة أيضًا دورًا مهمًا في التنمية الاقتصادية للبلدان. يتم استثمار أرباح السياحة في تطوير البنية التحتية وخلق فرص عمل جديدة ودعم الشركات المحلية. بالإضافة إلى ذلك، يساهم تطوير السياحة في تطوير القطاعات الاقتصادية الأخرى، مثل الزراعة والنقل وتجارة التجزئة. أحد الجوانب المهمة للتعاون الدولي في مجال السياحة هو حماية الطبيعة والتراث الثقافي. وتهدف السياحة المستدامة إلى تقليل التأثير السلبي للأنشطة السياحية على البيئة والحفاظ على الموارد الطبيعية والثقافية والمساهمة في الحفاظ عليها للأجيال القادمة. السياحة الثقافية هي شكل من أشكال السياحة، الغرض منها هو التعرف على الثقافة والبيئة الثقافية للمكان الذي تتم زيارته، بما في ذلك المناظر الطبيعية، والتعرف على تقاليد السكان وطريقة حياتهم وثقافتهم الفنية وفنونهم، وأشكال مختلفة من الأنشطة الترفيهية للسكان المحليين.

قطر دولة نامية نشطة تقع في الجزء الشمالي الشرقي من شبه الجزيرة العربية. وفي الجنوب لها حدود مع المملكة العربية السعودية، وفي الشمال الغربي لها حدود بحرية مع البحرين، وفي الجنوب الشرقي لها حدود بحرية مع الإمارات. تحتل قطر الاهتمام العالمي بسبب وتيرة التقدم الاقتصادي السريعة بشكل استثنائي. قطر هي الرائدة عالميًا من حيث متوسط نصيب الفرد من الناتج المحلي الإجمالي. تجدر الإشارة إلى أن هذه المؤشرات الاقتصادية العالية تحققها الدولة بفضل الصناعات المتقدمة التالية: قطاع النفط والغاز والنقل والاتصالات، والمعادن، والبناء، والبنوك. بفضل بيع موارد الطاقة، تحتل قطر مكانة رائدة في الاقتصاد والتعليم والعمليات السياسية في الشرق الأوسط. وبشكل منفصل، تجدر الإشارة إلى أنه بفضل السياسة الحكومية المتوازنة، حققت قطر وضعا اقتصاديا يتحسن دلالاتها كل عام.

تشتهر البلاد بناطحات السحاب الحديثة والثقافة الغنية وكرم الضيافة. إن التطور السريع للسياحة يجعل من قطر وجهة جذابة للمسافرين من جميع أنحاء العالم. المركز السياحي الرئيسي في قطر هو عاصمتها الدوحة. هنا يمكن للسائح الاستمتاع بالهندسة المعمارية الحديثة والمتاحف والفنادق الفاخرة والمطاعم. أهم ما يميز المدينة هو متحف الفنون الإسلامية. أحد الأماكن الأكثر شعبية في قطر هو المجمع الثقافي والتاريخي لمتحف قطر الوطني. هنا يمكن للسائح التعرف على تاريخ الدولة وثقافتها وتقاليدها وفنها. السياحة في قطر هي نقطة الانطلاق لفهم التاريخ العميق وثقافة البلاد. وبذلك تعتبر السياحة في قطر وجهة نابضة بالحياة ومتنوعة تجذب السائح من جميع أنحاء العالم لما تتمتع به من معالم جذب وثقافة وراحة وضيافة. تعد الزيارة إلى هذا البلد بأن تكون تجربة لا تُنسى ومثيرة، وتترك انطباعات وذكريات لا تُنسى.[4]

التعاون السياحي بين روسيا وقطر

ويمثل التعاون بين قطر وروسيا في مجال السياحة اتجاها واعدًا في تعزيز العلاقات الدبلوماسية والثقافية بين البلدين. ومن النقاط الأساسية في التعاون بين قطر وروسيا في مجال السياحة زيادة التدفقات السياحية بين البلدين. ويعزز تبادل السياح التفاهم المتبادل والتبادل الثقافي وزيادة الدخل السياحي لكلا الجانبين. كما توفر روسيا العديد من المعالم السياحية التي قد تثير اهتمام السياح القطريين. هذه هي المعالم التاريخية والطبيعة الفريدة والأحداث الثقافية وفرص الترفيه النشط. وبهذه الطريقة، يمكن للسائح من قطر الاستمتاع بمجموعة متنوعة من العروض التي تقدمها روسيا وتعزيز تجربتهم الثقافية. وبالإضافة إلى ذلك، فإن التعاون بين قطر وروسيا في مجال السياحة يشمل أيضًا تبادل الخبرات والتقنيات المتقدمة في مجال

السياحة. يمكن أن يساعد تدريب الموظفين وتطوير البنية التحتية وتحسين جودة الخدمات والترويج للمنتج السياحي في زيادة جانبية كلا البلدين للسائح الأجانب. ومن ثم فإن التعاون بين قطر وروسيا في مجال السياحة ينطوي على إمكانيات كبيرة لتطوير وتعميق العلاقات متبادلة المنفعة بين البلدين. لا يتوجب على المواطنين القطريين الحصول على تأشيرة دخول لروسيا الاتحادية عند السفر لغرض السياحة. حيث يمكن للمواطن القطري الإقامة في روسيا الاتحادية لمدة أقصاها 90 يوما خلال فترة ١٨٠ يوما. في الوقت الحالي، يتمتع الروس بفرصة الدخول إلى قطر بدون تأشيرة. يجب ألا تتجاوز مدة الإقامة للدخول الفردي أو المتعدد 90 يوما خلال فترة 180 يوما. [1] ووفقاً للاتحاد الروسي لصناعة السفر، تضاعف تدفق السياح الروس إلى قطر ثلاث مرات في عام 2023، وهو ما يرتبط بزيادة الاهتمام بالوجهة بعد كأس العالم لكرة القدم 2022. وخلال العام الماضي، زار 69 ألف سائح روسي قطر، وهو ما يزيد بثلاثة أضعاف عن عام 2022. وإلى جانب نمو التدفقات السياحية، تزايد أيضاً مدة إقامة السياح في قطر، ويزداد عدد الروس الذين يختارون البلاد كوجهة مستقلة لقضاء العطلات. [2]

□ تحف الفن الإسلامي

يمكن أن يكون متحف الفن الإسلامي بمثابة مركز جذب للسياح الروس. أنشأت دولة قطر متحف الفن الإسلامي في مدينة الدوحة كصرح ثقافي متخصص في جمع وإحياء الفنون الإسلامية، وقد سُجِّرت إمكانيات لبناء هذا المتحف الفريدة من نوعه، وأظهرت التقنيات العصرية التي أُسْتُخدمت في بنائه اهتمام دولة قطر بالتراث الإسلامي، لما له من قيمة تاريخية وثقافية. وعند زيارة هذا المتحف بدهش الزائر لمستوى التقدم العلمي والحضاري الذي وصل إلى الحضارتان العربية والإسلامية، والذي ساهم كثيراً في تأسيس وتطوير مختلف العلوم التي كانت سببا في كثير من الاكتشافات العلمية والتكنولوجية المعاصرة. يساهم أيضاً في الحفاظ على المقتنيات الأثرية النادرة من الاندثار.

ويمكن استخدام المتاحف ذات الشهرة العالمية، مثل متحف الدوحة للفن الإسلامي، كأداة لتوسيع التعاون بين الدول وتعزيز الحوار بين قطر وروسيا. قد يكون السياح الروس مهتمين بهذا المتحف، حيث أن تاريخ روسيا يرتبط ارتباطاً وثيقاً بالشرق ككل. ولا تنسوا أيضاً أن حوالي 10% من سكان روسيا يعتقدون الإسلام، أي أكثر من 15 مليون مواطن في البلاد، وعلى أساس هذا المتحف العالمي، يمكن تنفيذ المشاريع المشتركة والمعارض والمهرجانات وغير ذلك الكثير يمكن تنظيمها. ويشير كاتب هذا المقال إلى أن السياحة الثقافية هي الأساس للتقريب بين الثقافتين، وهي فرصة للتعرف على أنماط الحياة والتقاليد والعادات. أصبح هذا النوع من السياحة ذو شعبية متزايدة بين المسافرين الذين يسعون إلى الانغماس في الثقافة المحلية والتاريخ وأسلوب الحياة.

يعرض المتحف مجموعات عالمية من الفن الإسلامي القطري من القرن السابع إلى القرن العشرين. تضم المجموعة الدائمة للمتحف روائع الفن الإسلامي، بما في ذلك المخطوطات والمشغولات المعدنية والسيراميك والمجوهرات والمشغولات الخشبية والمنسوجات، والعملات المعدنية والأحجار الكريمة والزجاج. تأتي هذه الأعمال من المجالين العلماني والديني، وهي مستمدة من مجموعة متنوعة من المصادر، من خزائن الأمراء إلى المنازل الخاصة للناس العاديين. وقد تم جمعها من ثلاث قارات، بما في ذلك الشرق الأوسط، وصولاً إلى إسبانيا والصين. [5]

الخاتمة

يمكن أن نقول إن قطر وروسيا لهما مصلحة مشتركة كوجهة سياحية لمواطنيهما. ومن خلال توسيع الحوار الثقافي على أساس المتاحف ذات الشهرة العالمية، مثل متحف الفن الإسلامي، على سبيل المثال، يمكن تحقيق نتائج عظيمة للتعاون الدولي.

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واقع السياحة في الجزائر دراسة ولاية جيجل

THE REALITY OF TOURISM IN ALERIA-A STUDY OF JIJEL PROVINCE

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الملخص:

نههدف هذه الورقة العلمية إلى دراسة واقع السياحة في الجزائر وبالأخص في ولاية جيجل باعتبارها منطقة سياحية هامة ،كما تحظى هذه المنطقة بالعديد من المؤهلات التي تبرز الطابع السياحي الشرقي لها، وذلك من خلال ماتزخر به من تنوع طبيعي وتضاريسي بين الحبال والغابات والبحيرات الطبيعية وشريط ساحلي يمتد على مسافة 120 كلم بالإضافة الى الكهوف والمغارات العتيقة، تؤهلها ان تكون قطبا سياحي بامتياز لجذب غدد كبير من السياح ،وعلى هذا الأساس تسعى الباحثة الوقوف على المقومات السياحية الطبيعية التي تزخر بها ولاية جيجل وكذا التعرف على آليات النهوض بقطاع السياحة في ولاية جيجل والخروج من حلقة السياحة الموسمية إلى السياحة على مدار السنة

الكلمات المفتاحية : السياحة ، جيجل ، المقومات السياحية الطبيعية

□ قـدـة :

يعتبر قطاع السياحة الجزائري في وقتنا الحالي من أهم القطاعات الإستراتيجية لمساهمة الفعالة في تحقيق التنمية الاقتصادية باعتبارها مصدر اقتصادي غير نابض يضمن تحقيق نمو اقتصادي مستدام وخلق مناصب شغل ودعم مدا خيل الخزينة العمومية وقد أولت الدولة الجزائرية اهتماما كبيرا بولاية جيجل على أساس انها قطب سياحي بامتياز وتشكل مزيجا من المقومات الطبيعية والأثرية والبشرية بالإضافة عادات وتقاليد سكانها المحليين مما أهلها ان تكون ضمن المخططات التنموية السياحية للدولة من خلال استحداث مناطق التوسع السياحي ، وهذا ما يقودنا إلى طرح التساؤل التالي: □ **اهو واقع السياحة في ولاية جيجل ؟**

أهداف الدراسة :

- إعطاء مفاهيم عامة للسياحة
 - إبراز الإمكانيات الطبيعية والبشرية التي تزخر بها الولاية
- وستنطرق لهذه الدراسة من خلال المحور التالي :

المحور الأول :واقع السياحة في ولاية جيجل

1-التعريف بولاية جيجل:

تقع ولاية جيجل في الشمال الشرقي للجزائر بين دائرتي عرض 36 درجة شمال دائرة الاستواء وبين خطي طول 5.30 درجة و 6.31 درجة شرق خط غرينيتش ،تتربع على مساحة تقدر ب 2396.63 كلم² وبشريط ساحلي يمتد على مسافة 120 كلم من واد زهور شرقا الى زيامة المنصورية غربا ،تحدها من الغرب بجاية ،سكيكدة شرقا ،ولاية ميله من الجنوب الشرقي وولاية سطيف من الجنوب الغربي ،ويحدها من الشمال البحر المتوسط ،وتضم ولاية جيجل 28 بلدية ملحقة ب 11 دائرة يبلغ عدد سكانها 684.933 نسمة بكثافة سكانية تقدر ب 285 نسمة.كلم [1](بولحية،ص192،191).

2- الإكـانـيات السياحية والطبيعية لولاية جيجل:

تزخر ولاية جيجل على مقومات طبيعية متميزة جعلتها قطب سياحي بامتياز من أهمها:-

1_ **الكورنيش:** الجيجلي يعتبر في شكله من انذر الكورنيش في العالم حيث يجتمع البحر بالجبـل على مسافة 20 كلم وبمحاذاة الكورنيش طريق ومنعرجات

2_ **الشواطئ:** يمتد الشريط الساحلي لولاية جيجل المطل على البحر المتوسط على طول 120 كم من واد الزهور شرقا إلى الشاطئ الأحمر بزيامة منصورية غربا. ويضم أكثر من 50 شاطئ تتنوع بين شواطئ صخرية وأخرى رملية يسمح بالسباحة في 22 شاطئ منها، أشهرها: شاطئ بني بلعيد، شاطئ سيدي عبد العزيز ، شاطئ بازول، شاطئ كتامة، شاطئ التربة الحمراء، شاطئ الخليج الصغير ، شاطئ العوانة، شاطئ أفيتيس، الشاطئ الأحمر

3- **الكهوف العجيبة :** ويكمن السر في هذا الموقع العجيب في تصميمه الهندسي الفريد من نوعه الذي صنعته الطبيعة بأشكال ومجسمات مذهشة. وتمثل هذه الكهوف العجيبة الواقعة على بعد 35 كلم غرب جيجل على مستوى الطريق الوطني 34 والمكتشفة سنة 1917 أثناء أشغال افتتاح شطر طريق يربط ما بين جيجل وبجاية كنزا طبيعيا يستدعي المحافظة عليه. وتتميز هذه الكهوف الفسيحة بدرجة حرارة بالداخل تعادل 18 درجة مئوية طوال السنة وبنسبة رطوبة ما بين 60 إلى 80 بالمئة.وتوحي هذه المجسمات إلى أشكال لبرج بيزا و بودا أو أم ترضع صغيرها حيث ترسم في خيال الزوار الذين يسرح فكرهم في شكل مجسمات أخرى على غرار حيوان

4 - **المسطحات المائية والأودية والسدود:** تحتوي ولاية جيجل على العديد من البحيرات والمستنقعات الطبيعية كغدير بني حمزة بالقنار، بحيرة بني بلعيد بخيري واد العجول، غدير المرح بالطاهير، مستنقع مالة بالشقفة، سهل بلغيموز بالجمعة بني حبيبي، غدير أم الحناش بتمزقيدة. من بن الأزدية المعروفة في الولاية تازة، جنجن، كيسير، بورشايد، بوحديد، منشة، دار الواد بالكهوف العجيبة، واد الكبير، واد النيل. هذه الملجاري املانية ساهمت في تلطيف الأجواء بالمناطق المحيطة بها خاصة في فصل الصيف، وتشكل مصدرا مهما للمياه. كما تحتوي الولاية جيجل على خمسة سدود هي: سد إيراغن، سد تابلوط الواقع بين بلديتي جيملة وبني ياجيس، سد العقرم بقاوس، سد بوسياية بامليلية، سد كسير بالعوانة^[2] (بوعموشة، 2022، ص 50، 51، 52)

خاتمة: وفي الأخير مستنتج أن الاستثمار في المجال السياحي في مدينة جيجل بالنظر الى المقومات الساحية والطبيعية التي تزخر بها يبقى بعيدا عن المكانة التي تمكنه من دفع عجلة السياحة الجزائرية عموما والسياحة بولاية جيجل على وجه الخصوص، ذلك أن الاستثمار السياحي في ولاية جيجل رهينة مجموعة من المعوقات المرتبطة بنقص الهياكل السياحية من فنادق ومطاعم سياحية وارتفاع أسعارها، إضافة الى ضعف في نوعية الخدمات، حيث حرّمها هذا الإهمال لسنوات من استثمارات حقيقية

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THE ROLE OF LOCAL CULTURAL TOURISM IN ATTRACTING TOURISTS TO ALGERIAN CITIES: THE CITY OF CONSTANTINE AS A MODEL

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Abstract: Since the 1990s, cultural tourism has been considered a form of tourism carried out by groups of people or institutions, driven primarily by a desire to gain more interest and knowledge about the culture, history, and heritage of the chosen destination. Constantine, located in northeastern Algeria, is one of the oldest cities in the Mediterranean basin. Due to its history, unique cultural and architectural heritage, it was elected as the "Capital of Arab Culture 2015". This study aims to examine the impacts of cultural tourism on local development, shed light on the roles of local stakeholders in tourism

development, and identify their participation in preserving Constantine's cultural heritage to achieve a developmental model for cultural tourism in Constantine.

Key words: *Cultural tourism, Constantine city, Tourist attraction, Heritage, Algerian cities.*

1. Introduction

Tourism is a vital source of foreign exchange income for many countries and contributes significantly to the economy by creating jobs and providing development opportunities. According to the UNWTO report “UNWTO Tourism Highlights, 2018 Edition”, the number of international tourists arriving in Europe showed a strong growth rate of 7.3% in 2016, an increase of 31 million compared to 2015, a total of 566 million. The UNWTO report in 2019 classifies Algeria as the fourth tourism destination in Africa and ranked 111th on the international tourism scene with 2.9 million foreign tourists in 2017 which, despite its clear progress compared to 2014, is still in decline compared to the numbers recorded in Morocco (15.3 million tourists) and Tunisia (8.1 million tourists) by the World Economic Forum[1]. The black decade and possibly the impact of oil on the Algerian economy have contributed to this decline. The absence of cross-sectoral synergies has left Algeria unable to meet national demand and attract international tourists.

2. Methodology and Literature Review

This study highlights important aspects of cultural tourism development in the city of Constantine, a city in eastern Algeria with a unique architectural and urban heritage that remains largely unknown. Constantine is the city of creativity in every nook and cranny of sites that go back in time to present to man and the earth the traditions and customs that form a unique heritage that distinguishes it from other cities in the world that surround it. Although tourism does not occupy an important place in the political priorities of the Algerian state, cultural tourism has never appeared in this city, which is more than one thousand and five hundred years old despite its cultural and heritage wealth. We must all be aware that cultural tourism is a positive image of the city and the country in general and contributes to its local development. Therefore, this work focuses mainly on the idea of creating a model for the development of local cultural tourism in Constantine in order to attract public interest in Constantine and make its cultural heritage and sites different in nature (scientific, religious, historical, artistic,...etc.) is a tourist destination. [2]

The positive effects of tourism are the main motivation for the development of tourism in any region, which has been confirmed by several studies already conducted on the impact of tourism on the attitude of the population. It also defines the perception of citizens regarding the development

of cultural tourism in their city and the importance of the participation of all parties in order to preserve the heritage assets of the city. The occupant can become the main actor in the development of cultural tourism because it plays a crucial role in the preservation of cultural heritage and can be the key element for the promotion of this type of tourism.

3. Results and Discussion

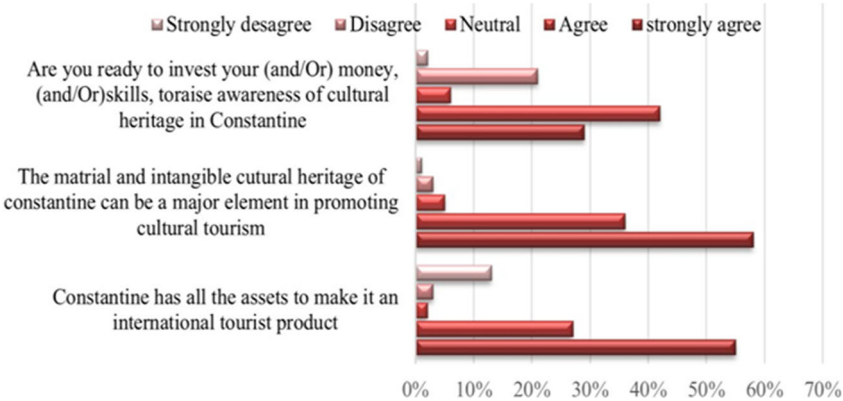
According to the results of the survey, 83% of the respondents answered yes and believe that the development of cultural tourism contributes positively to the economy of the city and creates viable and profitable economic activities for the local population in Constantine. 10% of the total respondents answered no, justifying their opinions with the lack of professionals and experts in the sector and the need for proper planning and a lot of resources and experience to ensure the return. 7% of the total respondents preferred not to answer this question. The interest of the inhabitants of Constantine in their heritage origins is reflected in their answers. [3]

In fact, more than half of the respondents (55%) fully agree that the city of Constantine has all the assets to become an international tourist destination. 55% of the respondents believe that the cultural heritage of Constantine can be a key element for the promotion of cultural tourism, knowing that (77%) of the answers were from the population of Constantine. 42% of the respondents are willing to invest their time (and/or) skills (and/or) money) to increase awareness of the cultural heritage of Constantine, taking into account that 70% of the sample were employees and students, indicating that the majority do not have the means to cover these expenses[4]. The people of Constantine are proud of their heritage and associated with their identity and traditions, so it is necessary to involve them in upcoming projects to promote and preserve the local cultural heritage. When local citizens participate in these projects, they develop a sense of respect for their city that reflects positively on all members of the community.

The government's past initiatives in addressing tourism challenges in Constantine failed due to a centralized political approach that overlooked local participation. Emphasizing the importance of information and communication technology (ICT) in sustainable tourism growth, there is a call to integrate ICT in public administration and tourism businesses to enhance information accessibility and online services[5]. The utilization of ICT for enhancing well-being in tourism settings is a growing focus. Community involvement and public-private collaborations are deemed essential for successful tourism projects. The introduction of tourism education in Constantine's schools is seen as crucial for fostering a culture of tourism awareness among the younger population [6]. Encouraging cohesion and community involvement is highlighted as crucial for the development of cultural tourism in Constantine,

with a focus on protecting cultural heritage and improving the city's image through the engagement of various stakeholders and well-trained personnel.

Fig. 1 Local people's perception regarding Development of Cultural Tourism in Constantine



Source: (Special Findings, 2020)

4. Conclusions

In Conclusion, the lack of awareness of cultural tourism among the population of the region and emphasize the importance of communicating this concept to demonstrate its positive impact on local development. Tourism culture is highlighted as a rapidly growing concept that involves the co-construction of experiences, rooted in traditions of hospitality within the community. Public-private partnerships are crucial for preserving historical urban environments and fostering cultural tourism development in the city of Constantine. The text also touches upon the significance of interactive spaces in empowering various social groups in tourism development. The historical significance and potential of Constantine as a tourist destination due to its age, regional importance, and cultural richness are underscored, with the suggestion that the city has the capacity to attract a large number of tourists for various purposes.

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Section 12. Russia and Eastern countries: cooperation in a changing world order

Секция 12. Россия и страны Востока: сотрудничество в условиях меняющегося миропорядка

ПЕРСПЕКТИВЫ РОССИЙСКИХ НЕФТЕГАЗОВЫХ КОМПАНИЙ В ЛИВИИ

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Аннотация: Целью данной статьи является исследование актуального состояния нефтяной промышленности в Ливии, проблем управления и борьбы за контроль над отраслью. Проводится анализ деятельности зарубежных нефтегазовых компаний на территории страны, а также делается прогноз на перспективы российских экономоператоров в контексте активизации российской внешнеполитической деятельности на континенте после второго саммита «Россия-Африка» (27-28 июля 2023 г.). Исследование основано на практическом анализе научных работ, обзоре литературы и извлечении информации о практической деятельности нефтегазовых компаний в регионе северной Африки. Автор приходит к выводу о формировании в настоящее время значительного потенциала развития экономического сотрудничества между Россией и Ливией, в частности, в нефтегазовой отрасли.

Ключевые слова: нефтегазовая промышленность, углеводороды, экономическое сотрудничество, нефтяное месторождение.

1. Введение

Ливия всегда находилась в фарватере интересов российской внешней политики в регионе северной Африки. Страна занимает важное геостратегическое и геоэкономическое положение. Государство находится в центральной части Средиземноморья, тем самым играя транзитную роль в обеспечении миграционных процессов из африканских стран в Европу. Следует отметить, что Ливия также является «воротами» к странам

Сахеля, в первую очередь, к пограничным Нигеру и Чаду [2]. Для России наибольший интерес вызывает сотрудничество в сфере энергетики, поскольку основной товарной группой на экспорт для Ливии является как раз продукция нефтяной промышленности.

2. Результаты и дискуссия

Можно констатировать, что появились первые признаки возобновления российско-ливийского сотрудничества в области нефтегазовых проектов.

Российские корпорации (Татнефть, Газпром) присутствовали в Ливии, но входе боевых действий на территории этого государства были вынуждены выйти из проектов или приостановить свою деятельность. Возможности отечественных нефтегазовых компаний в Ливии будут во многом зависеть от того, под чьим началом будет наведен порядок в стране. Теоретически, Газпром и Татнефть сохраняют права на концессии, выделенные им еще в период правления М. Каддафи. Принимая во внимание тот факт, что добыча нефти в Ливии в 2011-2020 гг. упала до уровня 1950-х годов, то есть огромные объемы нефти, которые все еще находятся в недрах этой североафриканской страны, являются активом для крупных нефтяных игроков. Безусловно, данный фактор является серьезным конкурентным вызовом для российских корпораций [3].

Тем не менее, несмотря на имеющиеся место быть трудности в реализации экономических проектов, следует обратить внимание на постепенное восстановление двустороннего сотрудничества между РФ и Ливией.

В первую очередь, это касается возвращения полноформатного дипломатического присутствия России в стране – в 2023 году возобновило работу Посольство РФ в Ливии в г. Триполи. Также налицо активизация российской внешнеполитической деятельности в регионе в целом [4]. Так в июле 2023 года в Санкт-Петербурге состоялся второй саммит «Россия-Африка», в рамках которого принял участие председатель Президентского совета Ливии Мухаммед Аль-Менфи, встретившийся с президентом России Владимиром Владимировичем Путиным. Переговоры между политиками стали отправной точкой в вопросе возобновления работы двусторонней межправительственной комиссии по торговому, экономическому и научно-техническому сотрудничеству [5].

В течение 2023 года Россию посетил ряд высокопоставленных должностных лиц Ливии. В том числе по приглашению председателя Совета Федерации России Валентины Ивановны Матвиенко состоялась встреча с делегацией Верховного государственного совета Ливии во главе

с Мухаммедом Такалой. По итогам переговоров в верхних палатах парламентов двух государств сформированы контактные группы [6].

Учитывая конфронтацию противоборствующих сторон в Ливии, перспективы и успехи реализации экономических проектов напрямую будут зависеть от политического и «силового», военного контроля объектов нефтегазовой инфраструктуры в стране [7]. В этой связи, следует обратить особое внимание на активизацию военно-технического сотрудничества между РФ и Ливией. В течение 2023-2024 гг. состоялись три встречи военных делегаций двух стран, а также переговоры Президента РФ В. Путина с командующим ЛНА Х. Хафтаром в сентябре 2023 года в Москве [1].

3. Выводы

Таким образом, можно сделать вывод, что РФ будет пытаться использовать Ливию как возможность проецирования силы в регионе, в том числе на подконтрольной Х. Хафтару территории, на которой находится большая часть нефтегазовой инфраструктуры Ливии. Что, в свою очередь, будет обеспечивать стабильность и безопасность объектов и работающего персонала в данном регионе. Как следствие это выполнит основные требования и условия, выдвигаемые российскими нефтегазовыми компаниями для возобновления работ, тем самым открывая «окно возможностей» для отечественных экономоператоров.

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СОТРУДНИЧЕСТВО РОССИИ И РЕСПУБЛИКИ СУДАН В ТОРГОВО-ЭКОНОМИЧЕСКОЙ СФЕРЕ: ПРОБЛЕМЫ И ПЕРСПЕКТИВЫ (2011-2023 ГГ.)

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Аннотация: *Статья посвящена изучению торгово-экономических отношений Российской Федерации и Республики Судан в период 2011–2023 гг. Проведена оценка экономического положения в Судане. Рассматриваются основные направления взаимодействия, реализующиеся двусторонние проекты; выявляются объективные проблемы, препятствующие развитию сотрудничества.*

Ключевые слова: *Россия, Республика Судан, сотрудничество, торговля, экономика, проблемы.*

Введение

Двустороннее взаимовыгодное сотрудничество России со странами арабского мира, в частности с Республикой Судан, играет особую роль в условиях изменяющейся системы международных отношений. Судан, будучи одной из беднейших стран мира, обладает рядом преимуществ, таких как большая территория, многомиллионное население и богатые природные ресурсы. Сотрудничество с Россией, располагающей конкурентоспособными технологиями в сферах добычи полезных ископаемых, сельского хозяйства и машиностроения, может способствовать развитию этих отраслей в Судане.

Методология и данные

Для написания работы автор привлек исследования российских и зарубежных экспертов за последние несколько лет и посвящённые изучению экономических, торговых аспектов российско-суданского

взаимодействия и социально-экономического положения, а также интернет-источники статистической и правовой информации. В качестве методологической основы использовались такие методы, как: анализ, по синтез, индукция, метод экспертных оценок, которые позволили исследовать данные по объекту исследования и выявить основные проблемы и перспективы торгово-экономических отношений.

Результаты

Результаты исследования могут быть изложены в следующем виде:

1. С 2011 г. экономика Республики Судан находится в перманентном кризисе. Его причиной стало сокращение доходов казны на 60% от внешней торговли из-за утраты 75% нефтедобывающих мощностей, расположенных в Южном Судане [3]. Ситуацию осложняют многочисленные беженцы, вынужденные покидать свои жилища из-за боевых действий в Дарфуре и конфликта между Севером и Югом. После военного переворота в 2021 г. Республика Судан ежегодно недополучала \$2 млрд иностранных инвестиций и помощи. Кроме того, в результате местных наводнений сократился урожай сельскохозяйственных культур. Уровень инфляции вырос с 18,1% в 2011 г. до 138,8% в 2022 г., ВВП на душу населения за тот же период сократился с \$1982,8 до \$1102,1 [6].

2. Торговля между двумя странами не носит стабильный характер. Некоторые годы характеризуются как большим объёмом торговли (2017, 2018, 2022 гг.), так и практически отсутствующим (2011—2013, 2015 гг.) [4]. Страны не являются друг для друга ведущими торговыми партнёрами и не проводят согласованной политики по развитию экономических связей [2, стр. 58]. При этом Судан представляет собой крупный рынок для реализации российской продукции сельского хозяйства и промышленности, что видно по структуре экспорта товаров из России [4]. Внешнеполитическая деятельность руководства Российской Федерации направлена на обеспечение стабильности в этой стране для сохранения экономических вложений и снижения рисков для них [1, стр. 13].

3. В Республике Судан действуют такие российские компании, как: «КЗ «Ростсельмаш» и консорциум «Элеваторпродмашстрой», совместное российско-эмиратское предприятие Emiral Resources Ltd. в лице дочерней компании Alliance for Mining, государственный холдинг АО «Росгеология» в лице своего оператора зарубежных проектов «Зарубежгеология», Росатом, Русгидро, Гидроспецпроект и Интер РАО [5]. Реализация их проектов в области сельского хозяйства, добычи полезных ископаемых и энергетики позволит решить самые острые экономические и социальные проблемы в стране.

4. Ускоренному развитию торг.-эк. отношений мешают политическая нестабильность, низкая платёжеспособность, отсутствие надёжных платёжных инструментов для взаиморасчётов, необходимых для экономической деятельности российских компаний и организаций за рубежом в условиях западных санкций.

Выводы

Развитие сотрудничества с Российской Федерацией в торгово-экономической сфере может помочь Республике Судан преодолеть последствия экономического кризиса, вызванного политической нестабильностью, но вместе с этим прекращение внутренних распри является обязательным условием для успешной реализации крупных и долгосрочных инфраструктурных проектов.

Странам ещё предстоит решить ряд вопросов, связанных с обеспечением деятельности российских организаций в Судане в условиях санкций западных стран против РФ.

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DYNAMICS OF TRADE RELATIONS BETWEEN RUSSIA AND CHINA (2008-2021)

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Abstract: *In connection with global economic developments and challenges, the object of this study is the trade relations between Russia and China with the purpose of examining the multifaceted nature of trade interactions between the two big countries. Russia exports mainly natural resources while China exports finished products and mechanical equipment. These differences indicate the structural features of the economies of both countries thereby reflecting the specialization of each country. The relevance of the research topic lies in the fact that today trade relations between Russia and China are at a high level and continue to develop. In Russia's foreign trade, China occupies leading positions in all categories, in terms of imports and exports. Through analyzing the evolution of trade patterns, this study seeks to offer insights that can inform policymakers, businesses, and researchers about the trajectory of a bilateral trade relations between Russia and China from 2008 to 2021.*

Key words: *trade, economies, dynamics, analysis*

1. Introduction

Trade relations between Russia and China play an important role in the global economy. During the period from 2008 to 2021, there was a significant development of trade and economic relations between Russia and China, due to both internal factors of development of the two countries and the external geopolitical situation. The fundamental database of this article is the Trade Map [3].

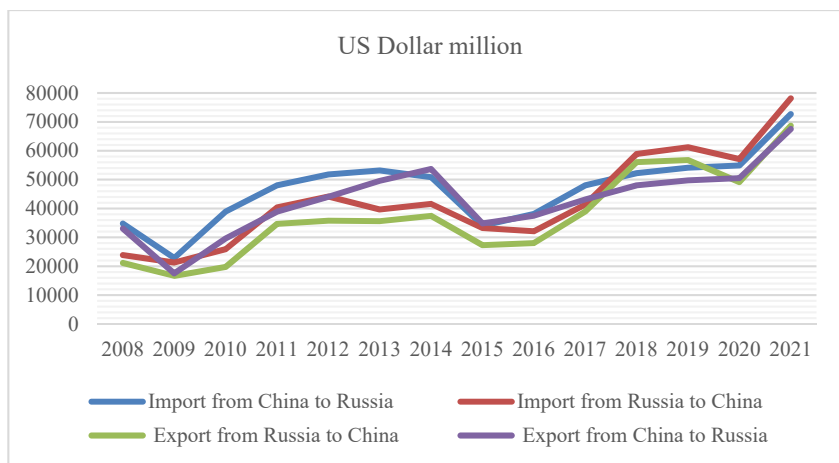
Currently, China is the main strategic partner for the Russian Federation in the field of trade relations [7]. The economies of the two countries complement each other and they only strengthen their trade relations every year. The deepening economic ties between these two nations have not only fostered mutual growth but have also significantly impacted markets and policies on a global scale. There is a history of strong trade relations between Russia and China. The dynamics of exports and imports between Russia and China in 2008-2021 shows the impact of global economic problems and demonstrates the development of trade relations depending on these challenges [4].

2. Results and Discussion

Dynamics of the main statistical indicators of foreign trade between Russia and China from 2008-2021. Trade between Russia and China is one of the key aspects of economic relations between the two countries. China has been Russia's main trading partner. A common border, major transport projects, joint ventures in key sectors, along with various other factors, all serve as key factors for both existing and potential bilateral undertakings. In the period from 2008-2021, there was a significant volume of exports and imports from Russia and China [5].

However, there were significant drops in 2009, 2015, and 2020 (Fig 1), which reflect global economic changes. The volume of Russian exports to China in 2009 decreased by 21.18 % compared to 2008 and the volume of Chinese exports to Russia decreased by 47.05 % compared to 2008. The main reason for the sharp drop was the global financial crisis of 2008-2009. In 2015, the volume of Russian exports to China decreased by 27.01%, while the volume of China's exports to Russia decreased by 35.15%, compared to 2014. This was caused by the sanctions imposed on Russia in connection with the annexation of Crimea to Russia. In 2020, the volume of Russian imports from China remained at approximately the same level compared to 2019. In 2020, China's imports from Russia decreased by 1.07 times (7.14%), while the volume of Russian exports to China in 2020 decreased by 1.16 times (15.56%) compared to 2019. The volume of China's exports to Russia in 2020 remained at approximately the same level compared to 2019. The main reason for the downfall of numbers was the COVID-19 pandemic [3].

Fig. 1 Dynamics of import and export of Russia and China from 2008-2021



Source: constructed by the author based on the data from Trade Map [1]

Dynamics of the commodity structure of exports and imports of Russia and China, 2008-2021. In 2008, the largest share of Russia's exports to China was occupied by mineral fuels, mineral oils, and products of their distillation. The second place was taken by wood, charcoal, and articles of wood. The third was fertilizers. This dynamic demonstrates the resource orientation of Russia's exports to China, since the three leading products are natural resources.

In 2015, the two largest shares of Russia's exports to China were occupied, as in 2008, by mineral fuels, mineral oils and products of their distillation and wood, charcoal, and articles of wood. The third were nuclear reactors, boilers, machinery, and mechanical appliances, parts thereof. Such dynamics, as in 2008, demonstrates the resource orientation of Russia's exports to China. The two leading products are natural resources.

In 2021, the largest share of Russia's exports to China was occupied, as in 2008 and in 2015, by mineral fuels, lubricating oils, and similar materials. The second place was taken by ores, slag, and ash. The third was wood, charcoal and articles of wood. This dynamic again demonstrates the resource orientation of Russia's exports to China. The three leading products are natural resources.

Russia has huge reserves of mineral resources, including oil, gas, coal, and other fuels. These resources are a key export commodity for Russia, and the demand for them on the world market, including in China, is constantly growing. Secondly, China is a major energy consumer and has a high demand for energy resources to support its rapid economic growth and development. Therefore, natural resources such as mineral fuels and petroleum products play an important role in economic cooperation between Russia and China. It is also worth noting that Russia and China are actively developing cooperation in the field of energy and infrastructure, which contributes to an increase in the volume of exports of mineral resources. This shows the interdependence of both countries.

In 2008, the largest share of China's exports to Russia was occupied by electronic equipment. The second place was taken by nuclear reactors, boilers, machinery, and mechanical appliances; parts thereof. The third was articles of apparel and clothing accessories, knitted or crocheted. In 2015, the largest share of China's exports to Russia was occupied by nuclear reactors, boilers, machinery and mechanical appliances, parts thereof. The second place was taken by electrical equipment. In 2021, the largest share of China's exports to Russia was taken by nuclear reactors, boilers, machinery and mechanical appliances, parts thereof. The second place was taken by electrical equipment. The third was vehicles other than railway or tramway rolling stock, and parts and accessories thereof [3].

Thus, China has a very positive net export in international trade in electrical equipment, nuclear reactors, clothing, and vehicles. Thanks to high productivity, low production costs and a skilled workforce, Chinese companies

dominate the global market in these industries. Their competitive advantages also include a wide range of products, high quality products, innovative technologies, and flexibility in production. This makes China one of the leaders in the global market and allows it to maintain its position for a long time [6].

3. Conclusion

Today, Russia and China define their bilateral relations as "relations of comprehensive, equal, trust-based partnership and strategic interaction." When solving the task of designating a strategy for bilateral partnership, it was determined that the strategy of mutual economic relations between the Russian Federation and the People's Republic of China is based on common interests in the international arena, on friendship and mutual understanding. An analysis of the main forms of economic cooperation between the two countries showed that despite the impact of global challenges, the level of bilateral trade is gaining momentum every year [5].

Currently, China and Russia continue to develop their relations in the economic sphere, striving to strengthen trade relations. Thanks to this, both countries can successfully overcome the challenges of the modern world market, as well as create new opportunities for the development of their economies.

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ОСОБЕННОСТИ ВЕДЕНИЯ БИЗНЕСА С КИТАЙСКИМИ ПАРТНЕРАМИ

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Аннотация: В статье представлены ключевые моменты делового общения, которые необходимо учитывать для успешного взаимодействия с предпринимателями из Китая. Автор описывает подготовку к переговорам, нюансы взаимодействия, особенности китайского менталитета. Также освещается важность столового этикета, предлагаются практические советы по внешнему виду, обычаям приветствия и участию в общественных беседах, разъясняются тонкости дарения подарков. Значительное внимание уделяется современным тенденциям в китайской культуре и аспектам современного бизнес-этикета. Данный материал полезен бизнесменам, планирующим вести дела на китайском рынке, а также всем, кто интересуется посещением КНР и изучением китайской культуры, менталитета и психологии. Автор использовал методы исследования, такие как анализ литературы и сравнительный обзор, и принимал во внимание материалы как из отечественных, так и из иностранных источников.

Ключевые слова: Китай; китайские партнёры; деловой этикет; Гуанси; переговоры.

1. Введение

За последние десятилетия Китай укрепил свои позиции на международной арене и в мировой экономике, тем самым став более привлекательным торговым партнером. Сегодня многие бизнесмены хотят выстроить прочные и перспективные взаимоотношения с китайцами. Однако, начать работу с представителями Поднебесной не так просто.

2. Результаты и дискуссия

В ходе выстраивания профессионального взаимодействия с китайцами необходимо учитывать следующие концепты:

Концепт «лица» является базовым и центральным понятием этики в азиатской культуре, его содержание аналогично европейским понятиям чести, достоинства и репутации. Чтобы сохранить лицо партнера, не стоит

повышать голос, демонстративно критиковать, открыто указывать на ошибки и недочеты; необходимо отказаться от неоднозначных, грубых шуток и анекдотов [1].

Концепт «Гуаньси» по своему содержанию схож с понятием «межличностные отношения», которое, в китайском менталитете в отличие от европейского, также включает взаимные обязательства, помощь и поддержку. Этот тип связей не только регулирует развитие деловых отношений и взаимодействия на всех уровнях, но и способствует усилению деловых сетей и альянсов, а также увеличению пула клиентов. При отсутствии основы для построения «гуаньси» стоит найти потенциальных посредников, которые уже имеют или могут помочь установить контакт с желаемым бизнес-партнером [2].

В бизнес-этикете отсутствует гендерная асимметрия: в деловых отношениях на первый план выходит должность. При встрече у китайцев, как и у европейцев, приняты рукопожатия. Первым приветствует тот, чья должность ниже, если должности равны, то младший по возрасту. Согласно общепринятым нормам делового этикета, первым приветствует входящий в кабинет вне зависимости от должности. Сегодня в деловой среде стала популярна новая форма обмена контактами, а именно — через социальные сети. Перед началом установления контактов с потенциальными партнерами из Поднебесной обязательно необходимо скачать мессенджер «Вэй синь», завести в нем аккаунт и уметь им пользоваться: именно с его помощью, а не через электронную почту, китайские предприниматели поддерживают контакт со своими партнерами, друзьями и родственниками [3].

Деловая беседа — важный инструмент разрешения деловых проблем или выработки конструктивных решений. Основными этапами деловой беседы являются: подготовка к переговорам, начало беседы, информирование участников, аргументирование выдвигаемых положений, завершение переговорного процесса. Китайцы всегда строго соблюдают субординацию. Здесь очень важны коллективная сплоченность и единство позиций. Вести переговоры с китайскими коллегами равные по должности и статусу. Руководители первыми заходят в переговорную и ведут все обсуждения только с руководителем другой стороны. Спорить и перебивать старшего по должности и/или возрасту — верх неприличия. Окончательное решение принимает глава делегации. Необходимо помнить, что статус и положение человека в обществе имеет здесь большое значение [5].

Еще одной отличительной особенностью китайцев является то, что они очень любят торговаться. Торг в отношениях с восточными партнерами неизбежен. Они весьма наблюдательны и хорошо чувствуют, когда вы сами говорите неправду или готовы идти на уступки [4].

В общении с китайцами стоит избегать таких тем как политика, экономика, финансы, территориальные споры, вопросы Тайваня, Макао, Гонконга, Тибета и Синьцзян-Уйгурского автономного района, события на площади Тяньаньмэнь, сравнение Китая и Японии, права человека, домашнее насилие, критика руководства и правительства, сплетни [6].

При выборе делового подарка необходимо учитывать: какую цель вы перед собой ставите, кому вы дарите подарок и какие у вас отношения. Чем крупнее сделка, тем ценнее подарок, который преподносится по окончании переговоров. Подарки могут быть как индивидуальными (тогда рекомендуется преподносить их в том же порядке, в котором вам представляли участников делегации) или для целой группы (в таком случае он вручается только главе делегации) [7].

3. Выводы

Сегодняшний день свидетельствует о активном развитии и увеличении влияния Китая, что неминуемо изменяет способы делового взаимодействия, перенимая современные европейские обычаи и нормы. Однако следует отметить, что несмотря на влияние западной культуры, ключевые принципы поведения, унаследованные от китайского общества и азиатской культуры, остаются неизменными. Это обстоятельство создает уникальное окружение для обмена культурным опытом и развития деловых связей. Глубокое осознание и уважение к уникальным чертам китайских деловых кругов способствует установлению крепких и взаимовыгодных отношений, основанных на взаимном доверии и уважении. Эффективное взаимодействие между представителями различных культур способствует расширению связей и сотрудничеству, открывая новые перспективы и возможности для процветания как компаний, так и стран в целом.

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МЕСТО И РОЛЬ КОМПАНИИ «РОСАТОМ» В СОТРУДНИЧЕСТВЕ РОССИИ СО СТРАНАМИ БЛИЖНЕГО ВОСТОКА В ОБЛАСТИ АТОМНОЙ ЭНЕРГЕТИКИ (2015–2023 гг.)

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Аннотация: *Статья посвящена установлению места и роли Госкорпорации «Росатом» в контексте энергетического сотрудничества России с ближневосточными странами в период 2015–2023 гг. Изучена история и динамика развития сотрудничества между Россией и странами Ближнего Востока в области атомной энергетики с 2015 по 2023 годы; проанализировано участие «Росатом» в реализации проектов по строительству атомных электростанций в странах Ближнего Востока; изучено влияние сотрудничества с Корпорацией на энергетическую безопасность и энергетическую инфраструктуру стран Ближнего Востока; дана оценка геополитических аспектов сотрудничества России со странами Ближнего Востока в области атомной энергетики и роль компании «Росатом» в этом контексте. Выявлены факторы успеха и препятствия на пути развития сотрудничества между Россией и странами Ближнего Востока в области атомной энергетики с участием «Росатома».*

Ключевые слова: *Росатом, атомная энергетика, АЭС, Россия, Ближний Восток.*

1. Введение

В течение 2015–2023 гг. наблюдалось значительное усиление взаимодействия России с ближневосточными странами в области атомной энергетики, что обусловлено стратегическим интересом обеих сторон к развитию данной отрасли. В контексте этих изменений особо важную роль играет «Росатом», ведущая российская корпорация в области атомной энергетики, активно участвующая в реализации крупных международных проектов [2]. Сотрудничество в области атомной энергетики – важный инструмент внешней политики Российской Федерации, особенно в отношениях со странами Ближнего Востока. Анализ роли «Росатома» в этом контексте является важным аспектом для понимания долгосрочных тенденций развития энергетики и геополитических динамик в регионе.

2. Методология и данные

В данном исследовании был использован историографический метод, позволяющий проследить динамику развития атомного сотрудничества России и стран ближневосточного региона. Также, был применен метод национальных интересов, с помощью которого можно определить ключевые национальные интересы Российской Федерации на Ближнем Востоке, которые стимулируют ее активное вовлечение в сотрудничество с государствами данного региона в атомной сфере.

3. Результаты и дискуссия

С 2015 года мы действительно можем отследить рост интереса ближневосточных стран к развитию атомной отрасли. Такой интерес обусловлен особенностями региона: крупные запасы углеводородов (66,5%), на чем и строится экономика стран Ближнего Востока [7]; также стоит упомянуть стремление Саудовской Аравии и Объединенных Арабских Эмиратов, как двух региональных лидеров по инвестициям в чистую энергию, диверсифицировать структуру экономики. Египет, Иордания и Турция, находясь в сложном экономическом положении, также выразили заинтересованность в ядерной энергии [1,3].

Опыт Российской Федерации в строительстве атомных электростанций, а также используемая концепция «Build-Own-Operate» дают стране конкурентное преимущество на ряду других зарубежных компаний (китайской, корейской, японской и французской) по строительству АЭС [4]. Однако не стоит забывать о том, что из-за популяризации атомной сферы возросло количество предложений, и ближневосточные страны будут выбирать то предложение от компании, которое им больше удовлетворяет [5]. Среди еще одного фактора конкуренции можно выделить присутствие США в регионе, которые будут стремиться вытеснить Россию различными способами. Также не исключен

риск банкротства стран, в которых кризисное положение: атомная отрасль — дорогая [6].

4. Выводы

Несмотря на политическое давление и санкции, Государственная корпорация «Росатом» успешно справляется с комплексными и нестандартными задачами, поставленными перед ней государством. В результате ее деятельности укрепляется технологический суверенитет Российской Федерации, а сотрудничество и создание проектов со странами Ближнего Востока превращаются в инструмент политического влияния РФ в этом регионе.

Атомные проекты также способствуют обеспечению энергетической безопасности в регионе, одновременно реализуя национальные интересы России. Несмотря на политическую нестабильность на Ближнем Востоке, стратегия развития и расширения сотрудничества «Росатом» со странами региона остается гибкой, что позволяет Корпорации успешно адаптироваться к переменам и продолжать эффективно функционировать в данном регионе.

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THE ROLE OF THE INTERNATIONAL NORTH-SOUTH TRANSPORT CORRIDOR IN CIRCUMVENTING WESTERN SANCTIONS

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Abstract: *The study explores the International North-South Transport Corridor (INSTC) as a countermeasure to Western sanctions and highlights its significance as a political tool advocating for a multipolar world order. It uses a comprehensive analytical approach, including case studies and geopolitical analysis, to examine the INSTC's potential to circumvent geopolitical hurdles and offer an alternative to traditional Western-dominated trade routes. Challenges such as political risks, economic competition, and infrastructural disparities are analyzed, emphasizing the need for policy reforms, infrastructure modernization, and international cooperation. Comparatively, the INSTC's unique geopolitical and economic advantages, such as facilitating trade for sanctioned countries and fostering regional integration, are highlighted. The study concludes that the INSTC transcends its economic utility and serves as a pivotal political instrument for reconfiguring regional power dynamics and promoting a more balanced global power structure.*

Keywords: International North-South Transport Corridor (INSTC), Western sanctions, Multipolar world order, Geopolitical analysis, Regional integration

Introduction

Western sanctions, primarily economic, often influence countries' domestic and foreign policies, prompting them to seek alternative routes for economic stability and sovereignty. The International North-South Transport Corridor (INSTC) emerged as a beacon of strategic autonomy and political resilience, reviving the ancient Silk Road legacy and bypassing Western-dominated routes like the Suez Canal. This study uses comprehensive analytical approach, and quantitative methodologies to analyze the INSTC's political

foundations, employing case studies and geopolitical analysis to uncover its significance as a counterweight to Western sanctions [1].

The INSTC is a strategic political tool that aims to reshape regional power dynamics and promote a multipolar world. It offers sanctioned countries a way to bypass economic restrictions and assert their global agency. The corridor is not just a route for goods but also a channel for political solidarity and resistance to unilateral sanctions. The article explores the INSTC's development, challenges, opportunities, and role in international diplomacy and trade.

Challenges and Opportunities

The INSTC, despite facing political risks, competition, and logistical barriers, offers significant opportunities for trade enhancement, regional connectivity, and infrastructure development, highlighting its potential as a transformative economic resource. Political risks span a range of issues from geopolitical tensions and conflicts to sanctions and political instability in the corridor-running countries. These risks could significantly impact the corridor's operational capabilities, causing trade disruptions and increasing costs. For instance, geopolitical instability could lead to the closure of key passes or necessitate rerouting of goods, significantly affecting transit times and reliability [2].

Economic competition from regional transport projects like BRI and CPEC complicates regional connectivity and trade flows. The INSTC, an alternative route, faces political volatility, geopolitical conflicts, and internal disruptions, threatening operational stability and logistical costs. Furthermore, the shadow of economic competition looms large, with the INSTC paving its way in a competitive arena defined by logistical superiority and geopolitical influence. Strategic positioning of the INSTC, offering an alternative route that circumvents traditional bottlenecks, underscores its potential to recalibrate geopolitical and economic landscapes. This rivalry necessitates comprehensive investments in infrastructure and policy innovations to maintain the corridor's relevance and attractiveness to participating countries. The World Bank is investing \$300 million in border-related operations to improve logistical performance and infrastructure quality along major trade routes, addressing 'Gaps in Infrastructure and Technology' within the INSTC [3].

Comparative Analysis

Comparing the International North-South Transport Corridor (INSTC) with other significant projects such as the China-Pakistan Economic Corridor (CPEC) and the Belt and Road Initiative (BRI) highlights its unique advantages and challenges. While CPEC and BRI bring benefits such as infrastructure development and economic growth, they also come with dependencies and

issues related to sovereignty, environmental impact, and geopolitical tensions. In contrast, the INSTC promotes multipolarity and offers a more balanced approach to international trade and cooperation, reducing dependence on any single global power [4].

The INSTC's focus on facilitating trade for sanctioned countries and its potential to inspire a shift to a more multipolar world order underlines its political significance. Unlike BRI and CPEC, which are largely subject to China's strategic interests, the INSTC represents collaborative efforts that could serve as a model for new forms of international cooperation, offering an alternative narrative to the prevailing global order. This analysis, although brief, suggests broader implications of the INSTC for global politics, offering an innovative perspective on international relations and trade dynamics.

Role of the INSTC in Countering Sanctions

The International North-South Transport Corridor (INSTC) not only functions as a channel for trade and connectivity but also as a strategic countermeasure to geopolitical barriers faced by countries like Iran, Russia, and India. This initiative signifies a strategic pivot away from Western-centric trade routes and alliances, offering an alternative that undermines the dominance of Western geopolitical strategies. Thus, the INSTC stands as a testament to the viability of a multipolar world order, advocating for principles of sovereignty, cooperation, and economic interdependence beyond the traditional Western sphere of influence [5]. The International Strategic Strategic Corridor (INSTC) connects countries under sanctions, demonstrating their resilience in bypassing Western powers' restrictive measures. It symbolizes a fair global economic system, where strategic alliances weaken unilateral sanctions. The corridor facilitates regional integration, economic diversity, and trade, promoting socio-economic upliftment and cultural exchange. It serves as a tangible embodiment of this pursuit [6].

In essence, the INSTC symbolizes a broader struggle to rebalance the global order, challenging narratives of economic isolation and sanction-based diplomacy. It acts as a clear call for nations to explore cooperative development models that respect national sovereignty while promoting economic interdependence. Thus, the INSTC is not merely a trade corridor; it is a beacon of hope for a more inclusive and balanced world, where economic cooperation paves the way for a new era of global relations. Through its existence and ongoing expansion, the INSTC demonstrates how strategic foresight combined with collaborative efforts can forge paths overcoming political impasses, heralding a new chapter.

Conclusion

The International North-South Transport Corridor (INSTC) stands as a powerful response to the challenges posed by Western sanctions, threading

through the geopolitical landscape with resilience and strategic foresight. It is analyzed not just as a physical channel for goods but as a profound political statement against unilateral sanctions, representing a move towards a multipolar world order. By providing an alternative trade route, the INSTC not only facilitates economic interdependence among countries like Iran, Russia, and India, but also symbolizes their collective resistance to Western pressure.

This article reveals the multifaceted challenges and opportunities presented by the INSTC, from political risks and economic competition to infrastructural and regulatory hurdles. It underscores the corridor's key role in transforming regional connectivity and trade flows, offering a strategic alternative to traditional routes dominated by Western interests. Moreover, a comparative analysis with projects such as the Belt and Road Initiative (BRI) and the China-Pakistan Economic Corridor (CPEC) highlights the unique position of the INSTC in the global geopolitical arena, emphasizing its contribution to a more balanced global power structure. The INSTC transcends its economic utility, embodying a significant political tool that not only serves as a lifeline for sanctioned countries but also as a beacon encouraging other nations to embrace a multipolar world vision.

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ТРЕХСТОРОННЕЕ СОТРУДНИЧЕСТВО: ПЕРСПЕКТИВЫ РОССИИ, ЯПОНИИ И ЮЖНОЙ КОРЕИ В УСЛОВИЯХ ГЛОБАЛЬНЫХ ИЗМЕНЕНИЙ

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Аннотация: В данной работе рассматривается трехстороннее сотрудничество России, Японии и Южной Кореи в условиях глобальных изменений. Целью исследования является анализ потенциала и перспектив взаимодействия трех стран в экономической, политической и культурной сферах. Для достижения этой цели использованы методы сравнительного анализа, экспертных интервью и анализа статистических данных. Результаты показывают, что сотрудничество может способствовать укреплению региональной безопасности, развитию технологий и улучшению торговых отношений. Выводы подчеркивают необходимость создания эффективных механизмов взаимодействия, включая совместные инициативы в области экологии, науки и образования. Также отмечается важность учета национальных интересов каждой страны для достижения устойчивого партнерства в условиях изменяющегося мирового порядка. Таким образом, трехстороннее сотрудничество имеет потенциал для позитивного влияния на стабильность и развитие региона.

Ключевые слова: Трехстороннее сотрудничество, глобальные изменения, ситуация в мире, политические аспекты, экономические аспекты, партнерство, Россия, Япония, Южная Корея.

1. Введение

В условиях глобальных изменений трехстороннее сотрудничество между Россией, Японией и Южной Кореей становится необходимым. Это связано с тем, что Дальний Восток предоставляет неисчерпаемые возможности для приложения предпринимательской инициативы. Азиатско-Тихоокеанский регион, в которые входят эти три государства, все увереннее выходит в лидеры развития мировых политических, экономических и военно-стратегических процессов. Именно поэтому взаимоотношения России, Японии и Южной Кореи, которые связаны между собой сложной сетью исторических, экономических, географических и культурных связей.

В современном мире происходят активные геополитические процессы, при этом баланс сил и уровень конфликтности в различных

регионах быстро изменяются. Новые перспективные форм сотрудничества становятся все более значимыми. Партнёрство между государствами играет ключевую роль в укреплении экономической и политической стабильности и, кроме того, способствует развитию экологии, культуры и социальной сферы стран. В нынешней мировой обстановке, отрицательное воздействие нелегитимных западных санкций на Россию проявилось в Азиатско-Тихоокеанском регионе (АТР), в первую очередь с Японией и Южной Кореей [3]. К сожалению, после того, как Япония присоединилась к санкциям, и Южная Корея их поддержала после февраля 2022 года, торговля Российской Федерации с этими странами существенно снизилась. Действительно, мы наблюдаем отток капитала и инвестиций из ключевых отраслей, где эти государства активно присутствовали.

2. Методология и данные

В основе данного исследования лежит историко-описательный метод, который позволил изучить текущую политическую, экономическую и социальную ситуацию в этих странах, выявить основные конфликтные точки и причины возможных конфликтов. Статистические данные, отчеты международных организаций, исследовательские работы и другие источники информации используются для получения данных о степени защищенности, угрозах и конфликтах в регионе.

3. Результаты и обсуждение

Результаты исследования по данной теме могут быть представлены следующим образом:

1. Экономический потенциал: сотрудничество между Россией, Японией и Южной Кореей обладает большим экономическим потенциалом из-за географической близости и экономической взаимодополняемости, сильных торговых и инвестиционных связей, возможностей для сотрудничества в новых областях, таких как энергетика, инфраструктура и технологии.

2. Политическая динамика: политическая динамика между тремя странами в целом положительная, с рядом совместных интересов, таких как обеспечение безопасности и стабильности в Северо-Восточной Азии, развитие экономических связей и укрепление культурных обменов.

3. Геостратегическое положение: Россия, Япония и Южная Корея занимают важное геостратегическое положение в Северо-Восточной Азии. Сотрудничество между ними может способствовать региональной стабильности и безопасности, а также улучшить экономическое положение всех трех стран. В целом, трехстороннее сотрудничество между Россией, Японией и Южной Кореей может принести пользу всем

трем странам, способствуя региональной стабильности, экономическому росту и культурным обменам [6].

Существует ряд причин, по которым существуют хорошие перспективы для сотрудничества России с Японией и Южной Кореей. В первую очередь партнёрство этих стран имеет большой потенциал для развития во многих областях, включая экономику, безопасность, культуру и региональные инициативы [2]. Эти аспекты необходимо рассмотреть подробнее, чтобы понять, насколько могут быть перспективны и выгодны дальнейшие укрепления взаимодействий в данных сферах для трёх государств.

Япония и Южная Корея пытаются отделять бизнес от политики и, насколько возможно, сохранить деловые связи с Россией. Об этом заявил заместитель министра иностранных дел РФ Андрей Руденко на полях международного дискуссионного клуба Валдай. “Мы видим желание этих стран все-таки попытаться отделить экономику от политики и видим за этим в том числе и упорное стремление бизнеса не только Южной Кореи, но и Японии сохранить свои позиции на российском рынке и по максимуму спасти то, что имеется”, - отметил он [5].

Как и отношения России со многими другими странами, отношения с Японией в 2022 году определяются одним ключевым фактором — начатой 24 февраля 2022 г. специальной военной операцией ВС РФ на территории Украины. Япония практически полностью солидаризировалась с США и другими государствами, которые в российском политическом дискурсе обычно называют странами «коллективного Запада», осудила действия России и ввела против нашей страны полномасштабные санкции [4].

Санкции негативно сказались на двусторонних связях между Токио и Москвой. Многие японские компании желают расширить свое присутствие на рынке РФ, однако они вынуждены быть осторожнее, поскольку также сотрудничают с США и ЕС. Японские бизнесмены хотят получить официальное одобрение на усиление сотрудничества с Россией, и инициатива премьер-министра, состоящая из восьми пунктов, может стать своеобразным импульсом для японских промышленных кругов.

До настоящего момента сотрудничество между Российской Федерацией, Южной Кореей, и Японией сводилось к вопросу реализации масштабных инфраструктурных проектов, в частности, строительству газопровода и созданию единой сети электропередач. Однако, несмотря на востребованность и экономическую целесообразность этих проектов, ввиду военно-политической ригидности на протяжении 30 лет они были «заложниками» обстоятельств [1]. Теперь необходимы новые трехсторонние проекты, которые смогут реализовываться, только после снятия санкции с России.

4. Выводы

Трехстороннее сотрудничество РФ, Республики Корея и Японии станет толчком для развития этих государств. Более того, реализация таких проектов позволит создать условия не только для установления мира и совместного процветания в Азии, но и укрепить геополитическую и геоэкономическую связь с Евразийским континентом. В конечном итоге реализация трехсторонних проектов будет отвечать интересам каждой из сторон. В целом, трехстороннее сотрудничество между Россией, Японией и Южной Кореей представляет собой важный фактор в формировании устойчивого регионального порядка. При наличии взаимного уважения, диалога и стремления к сотрудничеству эти страны могут успешно преодолеть вызовы современности и обеспечить благополучие своих народов.

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РОССИЯ В БРИКС: МЕЖДУНАРОДНОЕ СОТРУДНИЧЕСТВО В СОВРЕМЕННЫХ УСЛОВИЯХ

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Аннотация: Статья посвящена исследованию международного сотрудничества десяти стран БРИКС, выявлена специфика экономического развития каждого участника. Характеризуется специфика реализации национальных интересов России в рамках БРИКС. Выявлены первоочередные и наиболее фундаментальные проблемы, препятствующие дальнейшему развитию интеграции в рамках БРИКС.

Ключевые слова: БРИКС, интеграция, международное сотрудничество, многополярность, национальные интересы.

1. Введение

Актуальность темы исследования состоит в том, что на сегодняшний день страны БРИКС выступают в роли реформаторов систем мировой экономики. Россия, объединив свои усилия с Бразилией, Индией, КНР, ЮАР, ОАЭ, Саудовской Аравией, Ираном, Египтом и Эфиопией, сможет решить проблемы, которые препятствуют ее экономическому развитию и развитию участвующих экономик. Кроме того, данное объединение стран обладает высокой численностью населения, а также территорией, что в глобальной динамике представляется определяющими факторами для дальнейшего развития и взаимодействия.

В условиях жестких санкций против России, введенных странами Запада, важную роль может сыграть поддержка со стороны стран БРИКС, что также подтверждает высокую степень актуальности темы исследования.

2. Результаты исследования

Страны-участницы БРИКС ориентируются на рост производственного внутриинтеграционного сотрудничества. По оценкам экспертов товарооборот стран БРИКС растет на 20-30% ежегодно. При этом по прогнозам к 2040 году по объемам производства девять быстроразвивающихся стран достигнут уровня семи развитых стран G-7 [1].

По оценкам экспертов с 2017 по 2022 гг. страны БРИКС укрепили свои торговые связи на 33%. Внешний оборот России с партнерами по БРИКС быстро растет, увеличиваясь на 30-40% ежегодно. РФ принимает около 21% от общего товарооборота стран союза. В последние годы Россия укрепила торговые связи со всеми странами БРИКС. Большую часть товаров и услуг в экспорте и импорте РФ приходится на Китай. С начала 2016 года объем торговли с Китаем увеличился почти в 2,2 раза, с Бразилией - на 1,7 раза, с Индией - на 1,8 раза, а с Южной Африкой - на 1,6 раза. Это свидетельствует о том, что страны БРИКС активно развивают сотрудничество [2].

Особое внимание следует уделить процессу присоединения с 1 января 2024 г. пяти новых стран (ОАЭ, Саудовской Аравии, Ирана, Египта и Эфиопии) к БРИКС. Первоначально для вступления в союз важно было оценить вес, авторитет и значение страны-претендента, ее позицию в международном плане.

Больше всего вопросов вызвала кандидатура Эфиопии, чья экономика является всего лишь пятой на континенте. Однако есть ряд преимуществ: большая часть населения Эфиопии занята в сельском хозяйстве, чему способствуют благоприятные условия; страна богата полезными ископаемыми, однако нужны инвестиции для их разработки. Важно, что в Эфиопии не так сильны позиции западных стран в силу того, что страна никогда не была европейской колонией [3]. И что особо важно для Российской Федерации — Эфиопия по многим вопросам поддерживает нашу страну сейчас, равно как и Советский Союз поддерживал Эфиопию в трудные периоды ее истории.

Процесс расширения однозначно связывают с идеей создания дедолларизованной системы расчетов внутри БРИКС, что создаст предпосылки для восстановления всей мировой экономики, а не только экономики стран — членов БРИКС.

Для сведения к минимуму рисков срывов контрактов и расчетов из-за введенных санкций и отключения части банков от системы SWIFT в марте 2019 года было объявлено о создании собственной платежной системы BRICS Pay, которая будет действовать на территории пяти государств и заменит SWIFT [4]. В 2024 году планируется провести тестирование системы, также будут уточнены планы по созданию единой валюты, судьба которой во многом зависит от числа членов БРИКС: чем их больше, тем выше будет ее авторитет.

Важно отметить, что не смотря на возможности, расширение БРИКС несет с собой и возрастающие сложности, ведь чем больше членов, тем сложнее найти согласованное решение по всем возникающим вопросам.

Эксперты оценивают дальнейшее возможное расширение БРИКС с учетом механизма квотирования новых членов от крупных регионов, например, по пять государств от каждого:

- Латинская Америка — Бразилия и четыре вакансии,
- Центральная Америка — пять вакансий,
- Африка — ЮАР, Египет, Эфиопия и две вакансии,
- Азия — Китай, Индия, Иран и две вакансии,
- Европа — Россия и четыре вакансии,
- Ближний Восток — Саудовская Аравия, Объединенные Арабские Эмираты и три вакансии [5].

Смысл такого расширения состоит в накоплении опыта межгосударственного взаимодействия в рамках такого специфического объединения, как БРИКС, и привлечении в свои ряды суверенных государств всех континентов, не согласных с западно-американским доминированием. Кроме того, такой механизм расширения объединения позволит соблюсти баланс интересов разных стран и разных мировых регионов [6].

Однако и при таком варианте развития событий БРИКС может столкнуться со сложностями, как после первого большого расширения в 2024 году, где оказались страны с нерешенными проблемами. В качестве примера можно привести религиозный спор между Саудовской Аравией и Ираном. Однако при посредничестве Китая через 7 лет после полного разрыва дипломатических отношений Эр-Рияд и Тегеран смогли нормализовать диалог, но эксперты утверждают, что конфликт может вспыхнуть вновь.

3. Заключение

Таким образом, можно говорить о том, что международное сотрудничество в рамках БРИКС продолжает развиваться, что несомненно отражает национальные интересы Российской Федерации в целях формирования многополярного мира.

Однако для дальнейшего развития интеграции в рамках БРИКС следует учитывать проблемы для разработки мероприятий по их

предотвращению и обеспечению жизнедеятельности объединения, важнейшими и первоочередными из которых являются: 1) неоднородность: между десятью странами БРИКС (Бразилией, Россией, Индией, Китаем, ЮАР, Саудовской Аравией, ОАЭ, Египтом, Ираном, Эфиопией) существует множество различий не только экономического, но также политического и культурного характера; 2) различия в финансовых системах: финансовые системы Китая и Индии более закрытые, чем у остальных стран-участниц БРИКС, что затрудняет выработку единого подхода в экономической деятельности; 3) географический фактор: отдаленность стран, расположенных на четырех разных континентах, создает непреодолимые трудности в области логистики и может серьезно усложнить процесс торговли между странами; 4) политические стремления: страны-участницы объединения имеют различные взгляды на дальнейшее формирование мировой системы и в ряде вопросов члены БРИКС являются стратегическими конкурентами.

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FOREIGN INVOLVEMENT IN MONGOLIA'S MINING INDUSTRY

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Abstract: *This work aims to assess foreign involvement in Mongolia's mining industry, with special attention to its neighbor countries, Russia and China. The number of foreign and joint companies conducting the mining is used as the indicator. The overwhelming presence of Chinese companies is noted, especially when compared to Russia. Other Asian-Pacific countries and territories also seem to show interest in Mongolia's resources.*

Key words: *Mongolia, joint ventures, mining industry, Russia-China-Mongolia relations.*

1. Introduction

To this day Mongolia remains a lesser known business partner for Russia. Despite the seemingly peripheral location and landlocked geopolitical position, the country manages to find itself important in mining [1]. According to the government to Mongolia, in 2021 mining and related activity was by far the biggest foreign-invested economic sector, with 70% of foreign direct investment coming to it [2].

As the ongoing competition for Asian markets becomes increasingly important for Russia, Mongolia uses its position on the trade routes to its advantage. While the inflows and outflows of goods for Mongolia is relatively well studied [3], which includes mineral products, the question of partnership between companies remains.

2. Methodology and Data

The research is conducted based on the analysis of statistics provided by Mineral Resources and Petroleum Authority of Mongolia (government agency) [4]. Foreign companies participate in Mongolia mining sector by being given licenses to explore and mine. The statistics track number of holders of such licenses, as well as the number of licenses given to the holders from each country and the area of mining. For this work, the numbers as of January of each year 2020-2024 have been taken. We seek to understand which countries are present in this Mongolia's vital economy sector, and whether their presence has changed under the influence of past five years' events. The results for fully foreign owned and joint Mongolian-foreign holders are separated.

Unfortunately, statistics does not provide the division between mining products in terms of foreign companies, which means that these companies can deal with any mineral product or resource.

3. Results and Discussion

Table 1 presents top five countries/territories by the number of mining licenses holders as of 2024, as well as Russia, and shows the dynamic for these countries/territories.

Tab. 1 Origin of foreign companies that hold licenses for mining in Mongolia (as of January each year, 1 – number of holders from each country, 2 – number of licenses that they hold)

Year	2020		2021		2022		2023		2024	
	1	2	1	2	1	2	1	2	1	2
Total	255	422	242	391	243	387	239	374	253	391
China	134	171	129	161	131	160	130	159	143	182
Virgin Islands	33	62	30	56	27	50	24	44	24	41
Hong Kong	16	30	14	27	15	30	14	29	14	29
Canada	12	26	12	23	13	25	14	24	14	22
Singapore	16	58	14	54	13	54	12	50	12	47
					...					
Russia	3	3	4	5	4	5	4	4	4	4

Source: Compiled by author based on Mineral Resources and Petroleum Authority statistics

Top territories have largely stayed the same in the last five years, with Singapore and Canada switching places between 2022-2023. The overall number of holders and licenses has dropped slightly in the year of COVID-19 and is almost back to the pre-COVID numbers. The biggest foreign country that owns areas of mining in Mongolia is China. It managed to increase its presence with 143 holders now as opposed to 134 at the start of 2020. The rest of the top five is for the most part supposedly off-shore companies. Even then, Russia lags behind not only those off-shore territories, but also South Korea and, in some years, Australia, taking 7th – 8th place. For instance, there were 11 South Korean companies holding licenses for mining in Mongolia at the beginning of 2024.

Number of Russian companies has remained the same for the most part, increasing from 3 to 4. They held 5 licenses in 2021-2022 and then lost one. From this statistics alone it seems that there is a huge difference between

Chinese and Russian presence. Russia is also behind South Korea and Australia. However there still remain joint ventures, which are also to be considered.

The results for joint ventures can be seen in table 2. These are the numbers for entities that are owned jointly with Mongolian side, and hold licenses for mining. The pattern in dynamics is overall the same as with fully foreign owned companies. The countries in the table are the ones that form the top five for 2024, and unlike tab. 1, the top for joint ventures' countries has been changing slightly. It is worth noting that in 2020 Japan was on the 4th position and in 2022 on the 5th with 5 joint ventures.

Tab. 2 Origin of joint companies that hold licenses for mining in Mongolia (as of January each year, 1 – number of holders, 2 – number of licenses)

Year	2020		2021		2022		2023		2024	
	1	2	1	2	1	2	1	2	1	2
Total	104	164	95	141	95	139	91	150	92	153
China	50	76	45	63	46	64	37	50	39	55
Virgin Islands	4	7	4	6	3	4	11	26	10	25
Hong Kong	10	17	9	14	10	14	9	13	9	13
Canada	8	10	8	11	8	12	8	12	8	11
Russia	6	10	6	10	4	6	5	7	5	7

Source: Compiled by author based on Mineral Resources and Petroleum Authority statistics

Russia has better position with joint companies, probably the result of the Soviet legacy of joint cooperation with Mongolia [5]. It is still nowhere near close to Chinese companies, and worse than South Korea. Off-shore Virgin Islands is still in the top five, although with joint companies these jurisdictions seem to be less prevalent. Interestingly, Russia seems the most stable in terms of the number of holders through the last five years. It could be that these are the big corporations, the number of which stays fixed.

Big corporations could also be an explanation for the relatively small numbers for Russia; however this is where the statistics for number of licenses can be used. As we can see from both tab. 1 and 2, not only the number of holders themselves is relatively low for Russia, but so is the number of licenses. It is further supported by the total area where companies work, which is for Russian holders 29 059 ha, joint Russian-Mongolian – 3 661 ha. Compare with 501 879 ha mining area of Chinese companies, and 70 449 ha of joint Mongolian-Chinese ventures (that also excludes Hong Kong owned companies, some of which can be assumed to be offshore).

4. Conclusions

Mongolia's biggest industry, mining, attracts a big number of foreign companies. As of 2024, 19% of all mining license holders are fully foreign owned, while another 5% is joint ventures. The number of licenses has stayed almost the same between 2020 and 2024, with a bit of a decrease in the COVID-19 2020-2021 period, but it's mostly back by now.

Despite Mongolia's desire to distance itself from China, Chinese share is disproportionally big, when compared to the second neighbor, Russia. Statistics also show relatively high interest to Mongolian mining from other Eastern Asian countries, South Korea and Japan. As with most industries, big part of foreign ownership is, in fact, offshore jurisdictions.

For Russia, it is important to remember that Mongolia does not just present a mining products export competition, but can also be considered a partner. The Soviet legacy has at one point made the cooperation between countries very close, which now seems to be lost in favor of China.

Considering importance of this economic sector to Mongolia, we can assume the results are representative not just in the narrow study of this particular industry, but to the overall position of Mongolia in regards to its geopolitical and geoeconomical positions.

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Section 13. Global and regional media: challenges and prospects in modern agenda

Секция 13. Глобальные и региональные медиа: вызовы и перспективы в современной повестке

THE ROLE OF ARTIFICIAL INTELLIGENCE FOR THE RUSSIAN MEDIA SPACE

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Abstract: *This article is devoted to the role of artificial intelligence in the Russian media space. The article discusses the features, prospects for its use and development, as well as the problems that are associated with AI. Various news sites, academic studies, and interviews with various media outlets were researched to write this article. The results show that many Russian media outlets are already using AI technology in their work, helping their employees, but not yet replacing them completely. However, despite the fact that AI cannot yet fully replace humans, it continues to evolve. The conclusion is that artificial intelligence is still an emerging technology and it still has problems worth solving.*

Key words: *Artificial intelligence, media, problems, prospects.*

1. Introduction

Artificial intelligence technologies no longer seem like such a distant future. Now they are used not only in business, finance, health care and so on, but also the media industry is no exception to the rule [1]. Today, the questions of what problems artificial intelligence can cause in the sphere of Russian media and communications are the most important ones.

However, the application of artificial intelligence technologies is extremely promising for solving routine tasks in the media space, which can facilitate the work with a large amount of information, for example.

2. Methodology and Data

The main methods for my research are: collecting information about artificial intelligence in the sphere of media in the Russian market, as well as analyzing data on the problems, features and prospects of its use.

3. Results and Discussion

Although the Russian market is not a leader in the application of artificial intelligence in the media sphere, it has clear potential.

At the moment, such major IT players as:

1. Mail.ru
2. Sber
3. Yandex
4. MTS and others are using artificial intelligence technology in the media sphere.

However, artificial intelligence is not only applied in IT companies, but also in various newspapers and publications.

For example, the Russian federal edition of Gazeta.Ru decided to implement AI from Sber to find suitable videos for articles [2]. This can be of great help to journalists.

In the use of artificial intelligence technologies have been noticed, for example, such publications as RBC, TASS, RIA Novosti and many others [3].

When it comes to the prospects of using artificial intelligence, it will help save a huge amount of time for media workers. Processes such as information retrieval, collection and filtering can be simply automated.

In the same way artificial intelligence can help with predicting trends, making it easier for the media to do their job and be more informed for their future works.

In addition, in the future, artificial intelligence may have a function that will help PR managers and journalists with writing articles based on the sources presented to it [4].

We would also like to note that one of the representatives of the RBC publication predicted that SMM managers would be replaced by artificial intelligence. ChatGPT will be able to start using its features to generate posts, as well as writing text for them, searching for pictures and images. Artificial intelligence is already ahead of many bloggers in terms of creativity, he said [5].

Despite the obvious benefits that artificial intelligence features provide, it also has its challenges and the risks that come with it.

For example, you need to watch what texts he writes, because they may not always be correct.

The issue of applying artificial intelligence in media work was also discussed in the Federation Council.

At this meeting it was said that artificial intelligence is an area that is extremely under-researched and requires additional attention in terms of law. Artificial intelligence can't be responsible for the work it has done, but the people who manage it should [6].

It should not be forgotten that although artificial intelligence cannot fully replace humans, but its development continues and may well reach the point where various agencies and publications will be able to replace their employees [7].

Despite the help of artificial intelligence in writing articles, there is no complete possibility that it will be able to produce accurate and objective information, because its work and functionality has been laid down by humans. It works because of already existing information that can be presented in different variations [8].

It would be interesting to note that not all companies can afford to invest in artificial intelligence technologies and support this technology. This situation may increase the situation on the Russian media market, as the divide between large publications and small ones will become clearly visible. This could significantly hit the small business of the Russian media.

4. Conclusions

In conclusion, it is worth noting that artificial intelligence is still an evolving field for the Russian media space. At the moment, most Russian media agencies are already using artificial intelligence to make their employees' work easier and save time. However, its development may get to the point where many publishing houses will start replacing real people with AI. It is also important to remember that its work will be regulated at the law level.

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DEVELOPMENT OF DIGITAL MEDIA LITERACY AMONG SCHOOL STUDENTS IN THE CONTEXT OF SPECIALIZED EDUCATION

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Abstract: *In the modern media-saturated environment, the development of media literacy in school students, particularly in pre-professional classes, is crucial. This paper aims to highlight the importance of fostering critical thinking and the ability to analyze media content effectively among students. Examples of successful integration of media education into curricula are discussed to illustrate methodologies and educational practices. These initiatives have been shown to prepare young people for effective and responsible participation in media culture. It is concluded that incorporating media literacy programs into the educational system is essential for cultivating a generation of media-literate youth who can critically understand and interact with the information space in an environmentally responsible manner.*

Key words: *media education, media ecology, innovations in education, pre-professional classes, media class.*

1. Introduction

Media ecology, as a field that studies the multiplicative impact of media technologies on human culture and psyche, gains critical importance in the

context of modern educational innovations. With the development of digital technologies and the intensification of media integration into everyday life, there is an increasing need for systematic training in media literacy, which is a form of critical literacy, so involves analysis, evaluation, and critical reflection, [1] particularly relevant in the context of school education. This task encompasses not only the acquisition of technical aspects of using media as a tool to achieve educational goals by students but also the development of a critical attitude towards information circulating in the media space.

Of course, the effectiveness of using the media ecological approach in education is ensured by creating a stimulating information environment that promotes the comprehensive development of students' intellectual and creative potential. This implies not only protection against the destructive impact of media but also the active use of its educational potential.

Media ecology as a scientific discipline emerged at the intersection of several fields of knowledge, including communication, cultural studies, sociology, and information technology. It focuses on studying the impact of the media environment on individuals and society, considering media not just as tools or channels for information transmission but as active environments that shape our reality, perception, thinking, and culture.

Fundamental ideas laid down by Marshall McLuhan and Neil Postman formed the basis of media ecology as a discipline that explores the extent of media's impact on individuals and society. Marshall McLuhan, a Canadian scholar known for his postulate 'The medium is the message,' argued that each medium contributes to shaping our perception of the world and social organization, regardless of the content transmitted. He proposed differentiating media into 'hot' and 'cold' depending on the level of engagement required from the audience and claimed that the advent of the printing press led to the creation of a 'global village' and significantly transformed the social structure [6].

On the other hand, American cultural critic Neil Postman focused on analyzing television as the dominant medium of his time, viewing it as a medium that turns serious social discourses into entertainment, thereby undermining the foundations of public dialogue and critical thinking [5].

2. Results and Discussion

Discussing the use of media ecology principles in studying changes in media literacy levels in pre-professional classes, we are simply not only the acquisition of technical skills for working with media resources but also the cultivation of students' abilities to critically analyze media content, identify hidden biases and manipulative techniques, and develop their own media projects [4]. The implementation of media education programs in the school environment also involves teachers acquiring new professional competencies, which include training in the basics of media ecology, mastering methods for

developing media literacy, and integrating media education into the educational process. Thus, the total number of teachers involved in the 'Media Class in a Moscow School' project in the 2022/2023 academic year amounted to 1,294, of whom approximately 51%, or 663, underwent advanced training courses focused on implementing the relevant programs.

Media ecology, by exploring the influence of media technologies on human culture and psyche, provides a fundamental basis for the development of educational innovations. This, along with the implementation of such innovations, involves not only mastering technical aspects of working with media by students but also forming their critical thinking, the ability to analyze media content, and create their own media products.

The "Media Class in a Moscow School" project effectively demonstrated how theoretical principles of media ecology can be implemented in the educational process, significantly enhancing media literacy and professional competencies among students. This project, encompassing 185 schools, 19 university partners, and 7 organizational partners, adopts a multifaceted approach to education. It provides students with unique opportunities to gain practical experience in the media field, thereby expanding the educational landscape beyond traditional classroom settings and engaging students in real professional environments while providing access to modern media resources and technologies.

The project's analytical report highlights its notable success in boosting media literacy and individual student achievements, as evidenced by the Unified State Exam indicators. Specifically, 57.65% of students chose two profile subjects for the Unified State Exam in the 2022/23 academic year, and 30.16% surpassed the city average in these subjects. Furthermore, within the project, 193 students achieved perfect scores in profile subjects and the Russian language, indicating the participants' high level of preparation.

The outcomes of the scientific-practical conference and the pre-professional exam further underscore the project's success, revealing a significant increase in the engagement of media class students—a 123.85% increase at the selection stage and a 148.50% increase at the final stage compared to the 2021/22 academic year. Moreover, 7.42% of the pre-professional exam participants emerged as winners and prize-winners, affirming the superior quality of professional training provided by the project.

In summarizing the "Media Class in a Moscow School" project and analyzing the achieved results, we can conclude that educational innovations grounded in media ecology principles are highly effective. Such initiatives not only enhance students' abilities to critically analyze media content but also improve their professional competencies and readiness for active participation in the information society.

3. Conclusion

This analysis demonstrates that educational innovations founded on these principles are crucial for fostering media literacy among students, particularly in pre-professional classes. Our research also shows that the successful implementation of media education programs involves more than just the adoption of new technologies and teaching methods; it requires the development of a comprehensive educational innovation strategy. This strategy should encompass teacher training, the creation of a supportive informational environment in educational institutions, and the active involvement of students in the learning process as critical consumers and creators within the media landscape. Teachers face challenges when using digital media and technology because of the variety of classroom management issues that may arise because of the freedom, creativity and collaborative learning approaches that may not provide appropriate levels of structure, scaffolding and support [3]. The research findings unequivocally confirm that media ecology principles can underpin a more profound and effective educational process, equipping young people with the necessary skills for thriving in today's information-driven society. Developing media literacy not only deepens students' understanding of the media environment but also equips them with essential skills for successful social integration and professional advancement [2].

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PROBLEMS OF INFORMATION VERIFICATION IN ONLINE INTERVIEWS

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Abstract: *The article proposes to consider the theoretical foundations of such a method and genre as the interview. Special attention is paid to a new phenomenon in the media environment - online interviewing. In this regard, specific features of work on journalistic material arise. The purpose of the scientific work is to determine the peculiarities of information verification in online interviewing of regional press heroes on the example of network editions "AiF-Voronezh", "AiF-Belgorod", "AiF-Chernozemye"). The problem of factchecking is one of the most significant in the work of any journalist; the online environment can have both positive and negative effects.*

Key words: *journalism, interview, fact-checking, online interview.*

1. Introduction

Interviews are traditionally considered one of the most popular methods of gathering information in journalism, which allows you to get first-hand information. It is attractive, especially for young journalists, because of its illusory simplicity and the fact that it involves direct interaction between the journalist and the hero or expert of the material, which allows personal contact to obtain not only verbal but also non-verbal information from and about the interlocutor. It would seem that this method is well-studied and its comprehension should not arouse much interest among researchers. However, like any component of journalistic creativity, the interview is not something static and is subject to transformation processes, which occur primarily under the influence of online technologies.

Just a few decades ago, interviewing an interlocutor, especially if the material was planned in the interview genre, required the journalist in most cases to have personal - offline - contact with his or her interlocutor. Today, a reporter can conduct an interview from anywhere in the world where there is access to the Internet, using video conferencing services, social networks, messengers or - the classic method - a phone call. Interviewing an interlocutor online has a number of advantages, such as speed and mobility, but it is also not without disadvantages that can complicate a journalist's professional and creative work. In our opinion, comprehension of the specifics of online interviewing, which has gained popularity in the media environment, allows us to identify the key advantages and problems, as well as to form recommendations for the implementation of interviews using online technologies. This is the reason for the relevance of our research.

2. The species palette of the interview

Researcher S. N. Ilchenko in his textbook "Interviews in Journalism: How It's Done" notes that "an interview is an act of communication based on a dialog between a journalist and a respondent" [2]. In this case, their conversation is built on a sequential alternation of questions and answers. And the purpose of their communication is to obtain necessary information, opinions and judgments of public interest.

There are several types of interviews in journalism, which researchers distinguish on various grounds: goals, subject of conversation, form, degree of standardization, nature of the information obtained, attitude of the interviewee to the interview, type of organization of the interview itself. Thus, we will consider those that are distinguished by the main researchers in the field of journalism.

But no matter how we divide and categorize interviews, all types of interviews have a common feature - a trusting environment in the course of the conversation. In any case, the character should be made to feel at ease. For example, a sociological survey does not require this, because in the end, it is an ordinary, "dry" document. An interview, on the other hand, has life in it.

3. Factchecking as the most vulnerable part of a journalist's work

Perhaps the most vulnerable point when working with interviews (both as a method and as a genre) is precisely the verification of information.

But it is interesting that the hero in the interview may unknowingly be mistaken about some information. And the journalist, trusting his interlocutor, will not check the facts. Or, for example, the hero posts some data about himself in his social networks, and the journalist relies on them in the text without fact-checking. For example, in the piece "In Voronezh the premiere of the play 'Insult

of Sentiments' took place", in which the interview is used as a journalistic method, it is stated that Arik Kilanyants is an aspiring artist. But in the original version of the text the young man was presented as an actor of the Opera and Ballet Theater, as this place of work was listed on his personal page in "VKontakte". An actress of another theater drew attention to the false fact in the material, after which the editorial staff made a correction to the already published text.

Now we can talk about our ways of verifying information for a journalistic text:

1. The Internet

Still, the most accessible and easy way to learn something is to Google it. If a journalist is missing some information or wants to clarify it, he or she can "punch" it into a search engine, which will find it all in a matter of seconds. For example, the press secretary of the Voronezh student rescue corps Svetlana Luchnikova told the correspondent for the text "We have more girls" [7]. In Voronezh started the student corps of rescuers" that the All-Russian organization appeared in 2003. The journalist, having checked this information in Internet sources, found out that the year of foundation is 2001.

2. Familiar

If there are people in the journalist's entourage who know about the topic of the interview, you can ask them. The advantage of such factchecking is an endless number of clarifying questions, since they are acquaintances. For example, a close friend of the author of the study is a big fan of various TV shows. When the friend saw that three Voronezh residents participated in the program "Super Ninja", she knew literally everything about them. The correspondent to check the text "Rain, injuries and night shootings. Voronezh - on participation in the show "Super Ninja" for accuracy, it was enough to send it to his friend [8]. It is very important that the very same acquaintance be a real expert on the issue on which the journalist is addressing him or her.

3. Journalistic instinct or personal experience

A way of using it is not immediately formed gradually. In the first months of work, a novice journalist does not yet understand what kind of environment he or she is in and how to work with information. After a while, the correspondent already understands where to look for certain information, and which of it may turn out to be false. So, the leader of the band "7B" Ivan Demyan said that the musicians have recently already performed at a festival in the Voronezh region [6]. The artist called the date of the concert on June 27. But the journalist definitely knew that this could not be true, since on this day in Voronezh opened fast food restaurants "Tasty and Dot". Then all social networks and media wrote only about it. The performance was on June 25.

4. Conclusion

In any case, a journalist needs to remain calm and unruffled. Despite the fact that he works with information and must be attentive to the facts, a reporter remains, first and foremost, a human being, not a machine or a robot. And, therefore, he can make mistakes or misprints. The main thing is to be able to recognize his mistake and correct it. Despite the fact that the journalist receives information from a personalized source, this does not exclude the fact that the hero's speech may contain factual errors. The most frequently used methods of verifying information include verified Internet resources, the journalist's acquaintances, experts on the subject of the story, and professional experience.

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PHENOMENON OF “MINDFULNESS” IN THE NEW MEDIA

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Abstract: *The article examines the phenomenon of "mindfulness", which is atypical for journalism. The New Media actively uses this term to create their own content that influence the masses. In the article, the term "mindfulness" is considered from three points of view: a scientific definition, a popular trend in the 21st century and public opinion. Thus, the original signs of the trend are highlighted. The analysis of influence of the phenomenon of "mindfulness" on the masses is carried out by performing the author's own analysis. Based on statistics, the positive and negative aspects of the role of the studied term in shaping public opinion are revealed.*

Keywords: *mindfulness, psychology, new media, social networks, trend, mass media*

1. Introduction

The 21st century is a time not only for development of computer technologies, but also for mental health care. People have begun paying attention to mental illness on a par with physical ones. Popularization of any unordinary phenomenon tend to form new terms. In this case they include names of different diseases, psychological techniques and people's character traits. Perhaps, mindfulness is one of the top ten most common terms. This word has created a new trend, flooded all social media and afterwards reached the New Media [1].

The purpose of the research is the analysis of phenomenon of mindfulness in New Media and assessment of its role in shaping public opinion and new trends.

The novelty of the research lies in the analysis of a modern term atypical for journalism. The article will give an original definition of the term "mindfulness" and define its role in shaping public opinion.

2. Discussion

Mindfulness is the controlled ability of a person to focus on selected events and sensations and control his/ her attention. This is the scientific explanation of the term, which is actively used in psychology by now.

Mindfulness in the 21st century is far from a psychological technique, yoga or the art of meditation. As a rule, it is the personification of the "ideal" picture of the world and the "correct" lifestyle [2].

Let's consider the basic principles of a "mindful" lifestyle at the present time:

1. Caring for the environment, including waste separation, plastic rejection, recycling and much more.
2. Vindication of personal boundaries, regular work with a psychologist, mental health care and avoiding conflict situations.
3. Maintaining a healthy body: giving up bad habits, proper nutrition, exercising.
4. Yoga and meditation.

Also, many people mistake "energy pumping", namely female or male, for "mindfulness". However, there is an unscientific term.

"Mindfulness", like any other trend, quickly became popular in the mass media. However, most often this term can be found not in the traditional news sources, but in the New Media. Based on this statement, it can be concluded that the phenomenon of "mindfulness" in classical mass media can be presented only in its original meaning, i.e. as a psychological technique. The New media, on the contrary, is more open to trends and has much in common with the now popular "blogging".

The new trends of journalism that have subsequently formed, in turn, influence the masses, namely: they form public opinion, set trends, promote a certain format of behavior and set the direction of the development of society [3].

In the process of analyzing the impact of "mindfulness" in the New Media on the society, it is worth paying attention to both positive and negative aspects. According to the analysis conducted as a part of the investigation, 98% of the respondents are familiar with the term studied in the article. (fig. 1) Frequently, people over the age of 45 are faced with the phenomenon of "mindfulness" for the first time, since they prefer traditional media.

Let's consider the positive aspects of the phenomenon of "mindfulness" influence society:

1. Instilling healthy habits in people.
2. Popularization of a healthy lifestyle.
3. Improving the environmental situation in the world, promoting environmental care.
4. The growth of the number of mentally healthy population.

Thus, the trend towards "mindfulness" provides the prospect of a mentally and physically healthy society and, also, the prevention of an environmental disaster.

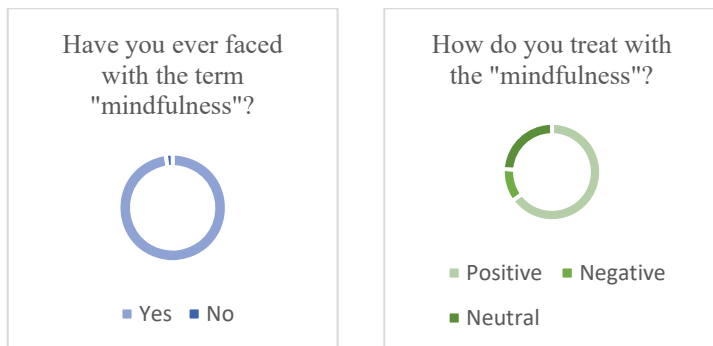
3. Results

The analysis conducted by the author proves that the population of the Russian Federation is positive about the new trend (fig. 1). From the answers of

the majority of respondents, it is possible to deduce the "popular" definition of the term studied in the article.

Mindfulness is the ability to live by analyzing what is happening and listening to feelings. This opinion was formed by the majority of the population as a result of reading various articles in the New Media.

Fig. 1 Knowledge of the term. Relation to the term.



Source: compiled by the author based on a survey.

Let's consider the negative aspects of the phenomenon of "mindfulness" influence society:

1. Imposing a "correct/ideal" picture of the world.
2. The censure of an "unmindful" lifestyle.
3. The emergence of an unspoken censorship in the New Media and social networks.
4. Lack of freedom of choice among New Media users, especially among young people.

The New Media presents a subjectively correct image to the masses, thereby creating an uncomfortable environment for the opponents of "mindfulness". When considering the phenomenon from this point of view, its paradox can be revealed. "Mindfulness" is positioned to create a favorable environment for each person. However, people who do not adhere to this lifestyle receive censure from society and the media. A certain utopian effect of this phenomenon is created: an ideal picture of the world is available only to those who adhere to "mindfulness". It turns out that the freedom of choice in this situation is minimal.

Let's summarize the analysis of the impact of the phenomenon of "mindfulness" on society with the help of New Media. Firstly, the term

"mindfulness" is becoming more popular and is gradually being introduced into social networks. Secondly, the phenomenon of "mindfulness" is perceived positively by the majority.

Thirdly, the phenomenon of "mindfulness" can help in solving an environmental disaster. Fourth, the phenomenon of "mindfulness" can improve the health of the population both physically and psychologically.

Fifth, despite the positive aspects, the population does not have the right to choose.

4. Conclusions.

The phenomenon of "mindfulness" has not yet been fully revealed in the New Media. The new trend has both positive and negative consequences. On the one hand, we can safely say what benefits this phenomenon brings to society. The environmental situation in the world is improving, and useful habits are being instilled in people. Young people began to pay attention to psychological health, which significantly distinguishes them from the older generation. Nevertheless, the New Media follows the fashion and covers the phenomenon of "mindfulness" one-sidedly. An "ideal" picture appears, which society is obliged to follow. Thus, it can be concluded that the phenomenon of "mindfulness" has a significant impact on the formation of public opinion and the formation of new trends.

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SOCIAL BOTS AND MEDIA DEPENDENCY – THE CASE OF CHINA'S "GLOW" SOFTWARE

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Abstract: *Social bots are becoming increasingly prevalent in social networks and users are interacting with them more frequently. This article analyzes the impact of quasi-social interaction and media dependence on loneliness. Our case study of the Glow software reveals that media dependence significantly moderates the relationship between prosocial interactions and loneliness. We conclude that parasocial interactions are common in human media use, and thus social robots may be an effective solution for reducing loneliness.*

Key words: *Social Robotics, Parasocial Interaction, Glow, Loneliness, Media Dependence*

1. Introduction

Social bots are virtual AI characters on social networks that mimic human identities, possessing varying degrees of personality attributes, and interact with people [1]. These social robots, generated by algorithms to perform specific tasks, are now prevalent on social media platforms [2].

With the advancement of artificial intelligence technology, different forms of social robots have become integral to people's daily lives participating in significant societal issues [3], and are widely used for emotional support, entertainment and leisure. Some scholars argue that social robots should no longer be seen merely as tools, but rather "social agents" with active roles in social interactions [4].

Glow, an AI virtual social app developed by Shanghai Rare Technology (MiniMax) Co., allows users to customize their "intelligent robots" using AIGC technology AIGC technology to set their appearance, voice, personality, etc., and engage in conversations. The software meets users' the needs for role-playing and other emotional engagements. Glow, as a pioneer of virtual emotional robots in the Chinese market, has developed over the years into a "complete AI framework centered on emotional computing".

The research methodology of this article employs a case study approach, taking the artificial intelligence virtual social software "Glow" as an example. We analyze the operation mode of the app, and I conduct a study based on the theory of parasocial interaction. This research aims to explore whether

the parasocial interaction between the social robot and the user impacts the user's loneliness.

2.Theoretical underpinning

2.1 The effect of para-social interactions on loneliness

In 1956, social psychologists Donald Horton and Richard Wohl first introduced the concepts of Parasocial Interaction and Parasocial Relationship, thereby explaining the existence of emotional attachment to media characters and certain social behaviors of audiences in mass media contexts. Research has demonstrated that the higher the degree of parasocial interaction between the audience and the media figure, is likely to result in corresponding social behaviors [5].

In parasocial interaction, the media characters with whom the audience “interacts” may be real or fictional, and even non-human; yet the audience will still react cognitively and emotionally to these media characters as they would in face-to-face interactions [6]. In today's world where social robots increasingly influence human life, extending the theory of parasocial interaction to include social robots as a new research subject is of practical significance.

Loneliness is closely related to social interaction. Relevant studies have shown that individuals who are socially inadequate are more likely to develop loneliness [7], and parasocial interactions are a very important variable in loneliness-related studies. Quasi-social interactions between media characters and their audiences can make up for the lack of interpersonal interactions in real life. The Internet, as one of the most important media today, is the arena in which parasocial interaction behavior occurs.

2.2 Media Dependency Formed on Social Bots

Media System Dependency Theory (MSDT), a media effect research theories proposed by communication scientists De Fleur and Ball-Rokeach in 1976, suggests that media message dependency is a key variable in studying how media messages affect audience perceptions, emotions, and behaviors. Media dependence theory indicates that as new media emerge and stabilize, a stable, two-way dependency relationship forms with the audience.

Media dependence is closely related to loneliness [8]. The Internet, as one of the most significant media today, serves as the primary arena for parasocial interaction behaviors. [9]. Studies have shown that increased media use helps reduce loneliness [10]. In the age of smart media, a dependency relationship is being established between human users and social bots, making “media dependency” an extensive part of human social behavior.

In this regard, this article proposes the research hypothesis that users' parasocial interactions with social robots deepen media dependence, and in this process, media dependence may have crucial impact on reducing people's loneliness.

3. Analysis of cases

MiniMax (Shanghai Rare Technology) is currently one of the China's highest-value AI big model startups. Since 2022, it has attracted significant investment from Yunqi Capital, Miha Tour, and Tencent, with its valuation once reaching \$1.2 billion. In 2023, it was ranked as of China's TOP5 AI startups by overseas technology media, The Information.

MiniMax is raising at least \$600 million in financing, led by Alibaba; potentially valuing the company at more than \$2.5 billion, with Ali and Sequoia Capital committed to participating in the investment. Founded less than 3 years, MiniMax has launched a several popular AI products, including “Glow” and “Starfield. Glow, an AI virtual chat app, operates in a mode where users interact with customized social bots in various ways, launching at the end of 2022 and reaching nearly 5 million registered users within 4 months.

Relying on social bots trained by large AI models, MiniMax has reaped huge market value and attracted a large number of loyal users in just one or two years. And this achievement is not only limited to the Chinese market, MiniMax also launched Talkie, an overseas version of the software similar to Glow. Talkie was also rapidly popular after its release in June 2023, and once became the TOP6 on the total download list of Google Play in the U.S. As of March 2024, the number of downloads has exceeded 10 million. Dot data shows that the daily active data of its users has exceeded one million.

Relying on social bots trained by large AI models, MiniMax has reaped huge market value and attracted a large number of loyal users in just one or two years. The success of this model of social software robots has also been proven globally.

4. Conclusions

In the rapidly developing field of media technology, the warmth, care and attentiveness demonstrated by social robots equipped with AI big models appear particularly omnipotent and real. As the degree of parasocial interaction between the user and the robot deepens, the user's media dependence on the robot also intensifies. While media dependence on social robots reduces users' sense of loneliness, it is accompanied by capital's interest in their economic value. Glow is a perfect example of this.

However, with the rapid development of technology, social robots have begun to replace humans in the realm of emotional labor. Consequently, the entire spectrum of human emotional interactions is becoming subject to robotic emotional labor. The pressing question we face is: How do we prevent real emotions from being co-opted by digital, algorithmic production platforms?

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МЕДИАКАМПАНИИ И НАЦИОНАЛЬНАЯ ИДЕНТИЧНОСТЬ: ИЗУЧЕНИЕ ВЛИЯНИЯ ИСТОРИЧЕСКИХ НАРРАТИВОВ НА ФОРМИРОВАНИЕ ГРАЖДАНСКОГО СОЗНАНИЯ

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***Аннотация:** это исследование анализирует роль медиа в формировании национальной идентичности, освещая, как исторические и современные медиакампании влияют на общественное восприятие и самосознание в разных странах. Изучается, как медиа через нарративы укрепляют или разделяют общественное единство, переосмысливают историческую память и реагируют на глобализацию. Примеры из Японии, России и США показывают, как медиакампании могут использоваться для поддержки национальной идентичности, демократических ценностей и социального мира. Цель исследования — понять возможности медиа в созидательном влиянии на общество и разработке адаптивных образовательных и медийных стратегий.*

***Ключевые слова:** журналистика, национальная идентичность, исторический нарратив, гражданское сознание*

1. Введение

В современном мире медиа не только отражают, но и активно формируют социальную реальность, влияя на представления людей о себе и других. Эта роль медиа особенно значима в контексте национальной идентичности, где они могут одновременно действовать как средство укрепления общественного единства и инструмент разделения. Национальная идентичность не является статичным набором характеристик или ценностей; это динамичный процесс, в котором медиа играют ключевую роль, распространяя исторические нарративы и культурные символы, которые формируют общественное восприятие нации.

Медиакампании, используя исторические и современные нарративы, могут способствовать возникновению сильной национальной идентичности, поддерживая образ "мы" против "они". Такие кампании могут также способствовать реинтерпретации или изменению

исторической памяти, что, в свою очередь, влияет на национальное самосознание и социальную кохезию. В условиях глобализации и интернационализации средств массовой информации важно понимать, как национальные медиа адаптируются и реагируют на эти вызовы, поддерживая или переосмысливая национальную идентичность.

Научное исследование влияния медиакампаний на формирование национальной идентичности требует многоаспектного анализа, который будет рассматривать как исторические, так и современные примеры из различных стран. Это позволит оценить общие тенденции и национальные особенности воздействия медиа на гражданское сознание и социальные нарративы. Цель данного исследования — не только выявить эти взаимосвязи, но и понять, как медиакампании могут использоваться для созидательного влияния на общество, укрепления демократических ценностей и поддержки социального мира.

Таким образом, наше исследование стремится раскрыть, как медиа формируют и трансформируют национальную идентичность в различных геополитических и культурных контекстах, изучая как успешные примеры, так и вызовы, с которыми сталкиваются общества в процессе медиатизации национальной истории и идентичности.

2. Теоретическое обоснование

Медиа не только отражают культурные и социальные процессы, но и активно участвуют в формировании идентичности. Стюарт Холл утверждает, что медиа являются мощным инструментом социализации, распространяя символы и нарративы, формирующие коллективное сознание. Через взаимодействие с миром изображений и представлений, предложенных медиа, люди формируют свою идентичность.

Исторические нарративы служат не только средством передачи знаний о прошлом, но и инструментом политического влияния и формирования общественного мнения. В Японии, например, образовательные кампании, посвященные роли страны во Второй мировой войне, направлены на формирование определенного вида патриотизма среди молодежи. Эти кампании часто критикуются за ревизионизм и попытки переписать историю, что подчеркивает сложность и спорность вопроса о том, как история представляется и используется в медиа (Weiss, Andrew, "Towards a Beautiful Japan: Right-Wing Religious Nationalism in Japan's LDP" (2018)).

На примере Японии видно, как государственные инициативы в образовании и медиаполитике могут формировать национальную идентичность через контролируемые нарративы. Кампании по освещению истории формируют определенную интерпретацию событий, влияя на общественное восприятие национальной истории и идентичности.

В других странах аналогичные процессы также наблюдаются, где медиа используются для поддержки определенных политических идеологий. Это часто вызывает общественные дебаты и конфликты, так как разные группы пытаются контролировать исторические нарративы и интерпретации.

Таким образом, медиа играют важную роль в формировании идентичности через распространение символов, нарративов и исторических представлений. Это влияние проявляется в создании национальных праздников, образовательных кампаниях и политических инициативах, направленных на формирование коллективного сознания и общественного мнения.

3. Анализ примеров

Сравнение медиакампаний в разных странах показывает их роль в формировании национальной идентичности. В России государственные медиа подчеркивают исторические нарративы, особенно военные победы и героев, для укрепления национального единства и патриотизма. В США медиакампании акцентируют внимание на идеалах свободы и демократии, отражая национальные ценности и исторические события. В Индии медиа используют фигуры, такие как Махатма Ганди, для поддержки национальной идентичности, при этом переосмысление его наследия вызывает живые дебаты о национальной истории.

Российские медиа кампании активно укрепляют патриотизм через исторические нарративы, особенно связанные с военной историей. Эти кампании включают документальные сериалы и образовательные программы, восхваляющие исторические достижения и поддерживающие политическую повестку. В США медиа фокусируются на демократических ценностях и мультикультурализме, освещая выборы и гражданские права. Примером является движение Black Lives Matter, которое стимулировало общественные дискуссии о расовом равенстве и переосмыслении национальной истории.

Медиакампании играют важную роль в формировании общественного сознания, поддерживая или переосмысливая национальную идентичность. Они могут как объединять общество, так и вызывать разделение и конфликты. Например, в Великобритании освещение Брексита в разных СМИ отражало поляризованные взгляды, что усиливало общественный раскол. В Германии обсуждение нацистского прошлого в медиа способствует формированию культуры памяти и ответственности, помогая обществу осмысливать свое прошлое.

Особенно заметно влияние медиа на молодежь, формирующую свои взгляды на будущее. В странах с демографическими и социальными изменениями, таких как Япония или Южная Корея, медиакампании,

ориентированные на молодежь, часто фокусируются на национальной идентичности в контексте глобализации. Эти примеры подчеркивают, как медиа могут формировать общественное сознание, что особенно важно в периоды социальных изменений.

4. Заключение

Понимание роли медиа в формировании национальной идентичности критически важно для оценки современных политических и социальных процессов. Анализ медиакмпаний позволяет не только оценить, как общество видит свою историю и себя в настоящем, но и предоставляет инструменты для разработки эффективных образовательных и медийных стратегий, направленных на поддержку социального мира и укрепление демократических ценностей. Это особенно актуально в условиях быстрых социальных и технологических изменений, которые требуют адаптивных подходов к управлению общественным восприятием и национальной идентичности.

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ФОРМЫ ПРОТИВОДЕЙСТВИЯ ДЕСТРУКТИВНОМУ ВИДЕОКОНТЕНТУ В МАССМЕДИА

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Аннотация: В статье представлен анализ видеоматериалов на распространённых видеоресурсах в сети Интернет. Осуществлена попытка выявить характерные черты деструктивного видеоконтента в массмедиа и дать ему чёткое определение. В работе представлены существующие нормативно-правовые акты права массмедиа. Показан опыт борьбы с запрещённым контентом в России, Соединённых Штатах Америки, Франции, Нидерландах, Дании, Швеции, Японии на примере средств массовых информационных агентств и журналистов. Описан алгоритм по устранению деструктивного контента в СМИ, которые различаются соотношением мер, предпринимаемых государством, пользователями и самими платформами. Предложены варианты решения по очистке сетевых ресурсов от нелегального распространения видеоконтента. Выявлены ресурсы, находящиеся в группе риска распространения запрещённого контента в Интернете и Рунете.

Ключевые слова: массмедиа, видеоконтент, СМИ, дезинформация, телевидение, Интернет

1. Введение

В эпоху глобального потока информации и цифровизации миллиарды пользователей в Интернете, крупные телевизионные каналы и онлайн-трансляции сталкиваются с различными формами распространения видеоматериалов. До недавнего периода видео было привязано к телевещанию, позже его можно было смотреть и скачивать через внешние носители – с помощью рекордеров. Аудитория переходит в онлайн-пространство, и рейтинги традиционных каналов на телевидении существенно снижаются. В настоящее время технологически смотреть видео можно в любое время, в любом количестве и качестве. Видеоконтент перестаёт быть частью потокового вещания и становится самодостаточным мультиплатформенным продуктом, способным развлекать аудиторию на «360 градусов». Новое видение бизнес-процессов создает новые требования к экспертизе и аналитике, поэтому большее внимание со стороны рекламодателей и правообладателей

уделяется как контентной составляющей телевидения, так и новым платформам вещания телевизионного контента, и альтернативным способам его монетизации.

2. Результаты и дискуссия.

Доступ к интернет-видео контенту блокируется за нарушение правил размещения, законов о средствах массовой информации и рекламе, а также по соображениям этики и национальной безопасности. В России с 2012 года действует закон «Об информации, информационных технологиях и защите информации», позволяющий блокировать доступ к сайтам с запрещённым контентом, который содержит информацию о детской порнографии, употреблении и распространении наркотиков, детали убийств и самоубийств, ценные документы и продажу алкоголя, сексуальные услуги, жестокое обращение с животными и о многом другом. Все онлайн-страницы с нелегальным контентом попадают в автоматический «Единый реестр запрещённых сайтов» [1, с. 121]. По сведениям Роскомнадзора, с этапа запуска работу Единственного реестра отечественные суды вынесли больше 60 тысяч заключений о признании размещённого видеоконтента нелегальным [2, с. 145]. Меры санкций – блокировки, замедление трафика и административные штрафы.

Так, 23 апреля 2021 года на видеохостинге YouTube было заблокировано четыре видео телеканала RT за дезинформацию о пандемии коронавируса [6]. Об этом телеканал сообщил на своём Телеграм-канале 23 апреля 2021 года. В числе заблокированных видео: и переведённое с английского на русский интервью вирусолога Дмитрия Львова журналисту Антону Красовскому, и подкаст о запрете Байдена сторонникам посещать митинги из-за коронавируса – материал сделан республиканцем Уэйном Дюпри, и трансляции новостных сюжетов протестов против локдауна в Великобритании. На Телеграм-канале RT пояснил, что видео заблокировано по причине ложной информации, а на платформе YouTube комментировать ситуацию отказались. Тем не менее, каналу RT запретили распространять видео и проводить прямые эфиры в течение недели. Негативную реакцию российских властей вызвало блокирование доступа к аккаунтам телеканала «Крым 24» и русскоязычных информационных агентств Anna News и News-Front на платформе YouTube. Представители канала попытались обратиться в службу поддержки, но более подробную информацию так и не получили. Спустя несколько месяцев видеохостинг заблокировал телеканал «Царьград». На данный момент всего YouTube удалил более 200 русскоязычных аккаунтов. В государственных органах такую модерацию посчитали за цензуру. Пока YouTube удаляет информационные каналы, на страницах хостинга продолжает распространяться видеоконтент с

пропагандой, насилием и экстремизмом. Например, в 2019 году YouTube проигнорировал требования Роскомнадзора об удалении ролика со сжиганием российского флага. Президент России Владимир Путин во время выступления на инвестиционном форуме «Россия зовет!» заявил, что страна учтёт международный опыт, но использовать иностранные модели регулирования прав в сети Интернет не будет, а создаст собственную [3]. Так, в Правительстве РФ было предложено решить проблему с помощью нормативно-правовых актов и мер саморегулирования контента. Кроме того, была идея разработать новые технологии и инструменты, которые смогут автоматически выявлять и удалять экстремистский и опасный контент. Отдельно у массмедиа отсутствуют меры регулирования информации, и все нарушения опираются на законы о СМИ и рекламе [2, с. 309]. И не всегда их можно применять на распространённых площадках с видеоконтентом.

Чтобы интернет-платформы могли быстро реагировать на угрозы для пользователей, им предложили работать по определённой структуре [2, с. 234]. Во-первых, утвердить простые и законные правила уведомления о запрещённом контенте. Если видеоматериал блокируют, то опубликовавшие его авторы должны моментально узнавать об этом. Кроме того, им нужно предоставить доступные механизмы для возможного оспаривания судебного решения. Во-вторых, необходимо внедрять «проактивные технологии» – это инструменты для автоматического отслеживания и моментального удаления запрещённого видеоконтента. Кроме того, в нашей стране должны создаваться специально созданные отделы, которые будут отвечать за исследование и оценку спорных ситуаций распространения контента в эфире и одновременного в сети. Так, владельцы онлайн-видеосервисов смогут вовремя передавать информацию о незаконно размещённом видеоматериале полицейским. К примеру, если видеоролик наносит существенный вред пользователям. Эту проблему мог бы решить закон о саморегулируемых организациях, который с 2007 года действует в России. Однако пока в отношении онлайн-площадок он не работает. Согласно этому закону создаются саморегулируемые отделы в тех областях, которые должны лицензироваться. На данный момент в нашей стране деятельность на просторах интернета не лицензируется, поэтому применение вышеуказанного закона не имеет смысла. Необходимо отметить, что было бы уместно создать отдельный закон, в котором будет возможным интернет-ресурсам самостоятельно регулировать собственный видеоконтент. Медиаповедение участников информационных процессов и сама логика развития этих процессов приводят к выводу, что ограничительная политика государства в сфере массмедиа будет активизироваться. Можно констатировать две основные

тенденции в реализации государственного регулирования видеоконтента в медиасфере в России. С одной стороны, власть либерально подходит к реализации норм, которые касаются частной жизни граждан и её отражения в медиасфере. Прослеживаются шаги по гуманизации, смягчению наказания за правовые нарушения. [1, с. 145]. С другой стороны, усиливается правовое регулирование в медийном поле информации экстремистской, недостоверной информации. Заметны рост числа правовых норм в этой сфере, стремление государственных органов обеспечить оперативное выполнения решений по удалению запрещённой информации и ужесточить наказание за их невыполнение [1, с. 147].

3. Выводы

Несмотря на актуальность и важность для государственного и общественного развития проблемы совершенствования правового регулирования ранее не действовавших демократических институтов, к которым также относится и СМИ, уделяется недостаточное внимание. Сейчас в России уже можно говорить о формировании новой отрасли права – права СМИ, или – информационного права, обладающего собственным предметом и методом регулирования. Возможность воздействовать на массовое мнение аудитории, а также формировать в сознании людей определённые границы и правила может стать преимущественным правом современных массмедиа.

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TIKTOK AS A CHANNEL OF BREAKING INFORMATION BARRIERS OF WESTERN MASS MEDIA

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Abstract: *This paper is dedicated to the study of the impact of mass media on public opinion. The author analyzes the traditional Western media's press coverages of the wars in the past, the Western media's news reports during the Israeli-Palestinian conflict, and, at the same time, the impact of TikTok, which breaks the information barriers of Western mass media.*

Keywords: *TikTok; social media; information barriers; Western mass media*

1. Introduction

In 1980, UNESCO issued the report "Many Voices, One World", which advocated a multipolar global communication order, paying more attention to the right of developing countries to participate in global communication on an equal basis. The Western media have the "absolute" discourse power. The three major news agencies, Associated Press, Reuters and Agence France-Presse, account for 80% of the world's international press releases. More than 90% of the world's international news feeds are provided by the Western media [1]. From the Iraq War to the Color Revolution, from the War in Libya to the Syrian Civil War, by virtue of their powerful international communication capabilities, some Western media have dominated world public opinion, become the vanguards of Western countries' interference in other countries.

2. Results and Discussion

During the Kosovo War in 1999, Western media widely reported unconfirmed news such as "genocide" and "mass graves", touted NATO's actions as "the only hope for the people of Kosovo", and incited uninformed people to hate Yugoslavia, and made Yugoslavia into political isolation.

In 2003, the coalition forces of the United States, the United Kingdom and other countries launched a war against Iraq without authorization from the United Nations. Western media reported that Iraq was related to 9/11 and Iraq was manufacturing nuclear and virus weapons. Post-war investigations revealed that the Western media had told a huge lie [2].

In Syria War, the Western media attacked Bashar as a "dictator". Young people, who were killed by Syrian security forces in Western media reports, miraculously "resurrected" in a few days. In December 2011, a terrorist bombing in Damascus killed at least 44 people and injured 166, including at least 20

members of the Syrian security forces, [3] but the Western media claimed that the authorities had "staged" it.

In the face of the Russia-Ukraine conflict, the Western media accused the Russian president of launching an attack on the neighboring country, while completely ignoring the fact that NATO's continuous eastward expansion threatens Russia's national security.

Taking 6,316 press releases about the Russia-Ukraine conflict from 10 Western media, including the Associated Press, Reuters, and the New York Times, extracting keywords, Xinhua News Agency International Department created a word cloud [4]. It included such words as 'invasion', 'fears', 'threat', 'Ukrainian border', 'Russian Forces', 'sanctions' and others.

It can be seen, in reports of Western media, the words at the core of the Russia-Ukraine conflict are Russia, Ukraine, the United States, and NATO. The reports emphasize the identity of NATO countries as U.S. allies. Judging by the volume and content of coverages, the Western media are only interested in topics and events that discredit Russia and intensify conflict between Russia and the West. The Western media have turned a blind eye to Russia's pursuit of dialogue and its repeated efforts to provide draft "security guarantees" plans to the United States and NATO. The reports repeatedly use negative words such as war, risk, fear, crisis, threat, excuse, pressure, worry and so on. The complete absence of such words as human rights, humanity, and population. The words "civilians" are mentioned only 93 times, it is one eightieth of the number of times the word Russia is mentioned. This shows that they are not concerned about what kind of catastrophe the conflict will bring to the people [4].

Western media continue their double standards in reporting on China. The normal cross-border businesses are defined as "economic invasion" and "neo-colonial expansion". Cross-border mergers and acquisitions are maliciously interpreted from a political-security perspective, leading to strong government intervention. The establishment of Confucius Institutes to promote the world's understanding of China has been distorted as a "cultural invasion". China's human rights and military opacity are criticized year after year.

In this Israeli-Palestinian conflict, the Western media have once again demonstrated their double standards. They described Hamas as a terrorist organization and repeatedly emphasized "Hamas raids", but kept silent about the apartheid and ethnic cleansing practiced by Israel, even fail to mention Israel's decades of exploitation and oppression of Palestine.

But this time, TikTok broke the information barriers of Western mass media. According to MarketSplash statistics, TikTok had 1.677 billion users by the end of 2023, and the total number of monthly active users (MAU) reached 1.1 billion. [5] With its huge user base, fast spreading speed, TikTok as the Chinese social media, which is not influenced and controlled by Western

countries, allows people to see the bombed buildings, terrified pedestrians, and innocent people killed and injured in Gaza. From the beginning of conflict on October 7 to October 9, in only 3 days TikTok is overflowing with discussion of the conflict, with the hashtag #Palestine amassing more than 27.8 billion views while #Israel has garnered 23 billion [6]. Through user uploaded videos and spontaneous sharing, TikTok gives global audiences a glimpse into the real lives and encounters of the Palestinian people, giving the world a deeper understanding of the situation in Gaza.

TikTok is making Western people begin to re-examine the reports of mainstream media such as CNN and BBC. In many Western countries, demonstrations of supporting Palestine were organized, people demanded for an end to Israeli bombing of Gaza. The demonstrations were so massive, even rarely seen in the West in recent years.

3. Conclusions

As a channel breaking information barriers of Western mass media, TikTok broke a new path for the pluralism and democratization of public opinion. It has laid the foundation for the realization of a multipolar global communication order and the realization of equal participation of developing countries in global communication.

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Section 14. Advertising and PR in the modern world

Секция 14. Реклама и PR в современном мире

ANALYSIS OF THE USE OF CLASSICAL AND DIGITAL PR TOOLS IN THE STRATEGY FOR PROMOTING SPORTS REHABILITATION SERVICES

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Abstract: *This article provides basic information about the market for rehabilitation services, namely, the main types of rehabilitation centers and their differences from each other are highlighted. Classic and digital PR tools used in sports rehabilitation are also discussed.*

In addition, the author considers the target audience in the field of sports rehabilitation services and several PR cases in this area.

Based on these examples, the author highlights the promotional features that exist in the sports rehabilitation market in modern Russia, which gives an understanding of what points should be relied on in the formation of a PR strategy.

Key words: *rehabilitation services, rehabilitation center, promotion, PR tools, sport.*

In the modern world, there is a constant development of medical technologies, therefore the issue of health is becoming popular among society. However, according to the Lavender Center, 62% of Russians still believe that the professional level of specialists is lower than required for high-quality provision of services, and 42% turn to Internet resources instead of contacting hospitals [PR in medicine: 11 proven tools from a practitioner, this situation complicates the promotion of medical services].

A high-quality and well-thought-out PR strategy not only retains regular and attracts new customers, but also distinguishes them from competitors and helps to show the best sides of rehabilitation centers, emphasize their quality and importance.

Description of the target audience

Next, we will analyze the specialized sports centers that provide rehabilitation services.

Speaking of the target audience, there are several groups of people who are part of it:

1. Professional athletes

A group that includes sports professionals participating in official competitions and sports leagues.

This group of people is interested in providing effective and innovative rehabilitation methods that will allow them to quickly recover from injuries and return to training.

2. Amateur athletes

This category includes people who play sports on a serious level, but not on a professional basis. They can be ambitious amateurs, participating in competitions, as well as regular participants in sports events. Effective and affordable rehabilitation programs are important for them, which will allow them to return to sports and daily activities.

3. Coaches and sports organizations

This group includes sports clubs and coaches who are interested in the health of their athletes and cooperation with rehabilitation centers that provide high-quality services and help in the recovery as well as improvement of performance of athletes.

Classic and digital PR tools for the promotion of sports rehabilitation services

Both classical and digital PR tools can be used to promote sports rehabilitation services. This aspect is worth taking a look at some examples of such tools.

Classic PR tools:

Press releases: Writing and distributing press releases about new services, technologies, or successful rehabilitation cases.

Events and seminars: Organization of specialized events and seminars for sports clubs, coaches and athletes, where one can present its services and share your expertise.

Sponsorship of sports events: Partnering with local sports teams or organizations and sponsoring sports events to increase visibility and credibility.

Expert presentations: Presentations by the center's staff at conferences, congresses and other professional events to establish authority in the industry.

Digital PR tools:

Social media PR: the use of social media, namely content creation, interaction with the audience, and tracking feedback to manage public opinion about a brand, company or person.

Webinars: interaction with the audience, which provides an opportunity for direct communication, demonstration of expert opinion, attracting an audience, increasing coverage, promoting products and services.

Attracting influencers: a tool to help attract their subscribers, who may be our target audience. This tool also helps to establish trusting relationships and increase social influence in society.

Online reputation management: a tool that helps in monitoring social media, optimizing search queries and creating high-quality content.

Table 1. Application of PR tools in practice

Rehabilitation Center	Tool	Description of the tool
Rehabilitation Clinic in Khamovniki	<ul style="list-style-type: none"> • Events and seminars • PR in social media 	<ul style="list-style-type: none"> ● On February 27, 2024, there was a presentation of a book written by the clinic's doctors, where specialists could talk to the public and answer their questions. ● The clinic constantly maintains a community in Vkontakte and posts videos on YouTube platform, where it talks about its activities.
Luzhniki Sports Medicine Clinic	<ul style="list-style-type: none"> • Partnership with a sports club • Social media PR • Events and seminars 	<ul style="list-style-type: none"> ● Partnership with the football club "CSKA" allows people to provide an opportunity for children with special needs to play sports. ● The clinic constantly maintains its community in Vkontakte. ● The clinic, in cooperation with Sechenov University, organizes a student Olympiad in sports medicine, where, in addition to competitions, students are waiting for

		lectures and master classes from specialists.
Open Clinic	<ul style="list-style-type: none"> • Expert presentations • PR in social media 	<ul style="list-style-type: none"> • Specialists of the clinic constantly participate in television programs as invited experts in rehabilitation issues. • The clinic actively maintains social networks, where it talks about its activities and promotes services.
Sports Medicine Clinic "Smart Recovery"	<ul style="list-style-type: none"> • Press releases • Expert presentations 	<ul style="list-style-type: none"> • The clinic tells about the achievements of its patients after rehabilitation, for example, about Ekaterina Ilyina, Olympic champion and ballerina Svetlana Zakharova. • Specialists are constantly involved in the filming of television programs about rehabilitation.
Sad Zdorovya Medical Rehabilitation Clinic	<ul style="list-style-type: none"> • PR in social media 	<ul style="list-style-type: none"> • The clinic actively maintains social networks, where it talks about its activities and promotes services.

The table shows 5 clinics in Russia that provide rehabilitation services for athletes, and the PR tools they use in their promotion. (Table 1)

Based on the results of the analysis, the best PR tools are used in the Luzhniki Sports Medicine Clinic, which not only uses PR in social media, but also organizes various events and establishes a partnership with the CSKA sports club. All the PR tools used help the clinic establish connections not only with the sports community, but also with students who can become future employees of the clinic.

Also, the Sports Medicine Clinic "Smart Recovery" shows its best sides through PR tools. A strong method of audience engagement is based on reviews

from influential patients, such as Olympic champions, who have been successfully treated at this clinic.

Thus, we can conclude that PR in sports rehabilitation is a specific direction and has its own characteristics. The market of rehabilitation services is not numerous, but it is constantly developing due to the creation of new treatment methods and promotion of such services on different platforms.

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ARTIFICIAL INTELLIGENCE AS AN ENABLER OF DIGITAL MARKETING, A CASE STUDY OF ALIBABA

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Abstract: *This research aims to explore the impact of artificial intelligence (AI) on digital marketing, focusing on how Alibaba uses this technology to optimize its marketing strategies. The main objectives of the study are to analyze the tools and methods used by the company to collect and analyze data, and how this data contributes to crafting personalized customer experiences that enhance customer loyalty and engagement.*

The study follows an analytical methodology based on collecting data from multiple sources, including previous studies, industry reports. The

methodology focuses on evaluating the efficiency of smart tools in identifying customer needs and predicting customer behaviors.

The results show that through the use of AI, Alibaba has been able to achieve a deeper understanding of the market and deliver highly personalized marketing experiences, resulting in higher conversion rates and enhanced revenue. The results suggest that investing in AI is a worthwhile investment to build a sustainable competitive advantage.

In conclusion, the research emphasizes that AI is not just a tool to improve marketing operations, but a key element that enables companies to adapt to the ever-changing customer behaviors and expectations. It emphasizes the need to continuously innovate and invest in new technologies to ensure success in the evolving digital marketing world.

Keywords: Artificial Intelligence, Digital Marketing, Data Analytics, Customer Experience, Alibaba.

1.Introduction:

Artificial Intelligence (AI) represents a quantum leap in technological development and is a pivotal factor in shaping the future of business and industries. With its ability to analyze and learn from data, AI can optimize operations and make strategic decisions in a variety of industries.

In the world of digital marketing, AI is a revolutionary tool that enables companies to accurately understand customer needs and deliver personalized experiences. It helps develop innovative marketing strategies that increase brand awareness and customer loyalty. How can AI strategies enhance Alibaba's digital marketing? What are the mechanisms by which Alibaba can leverage these technologies to achieve its marketing goals?

What is artificial intelligence: Artificial intelligence (AI) refers to computer systems capable of performing complex tasks that historically only a human could do, such as reasoning, making decisions, or solving problems. (coursera, 2024)

Digital marketing: Digital marketing is a broad term that encompasses many different channels for promoting business interests to prospective customers. Depending on the business needs and goals, there are countless ways to conduct digital marketing. It is not a cookie-cutter exercise. (association, 2024)

Global Artificial Intelligence Market: According to a new report by Grand View Research, Inc. the global artificial intelligence market size is expected to reach USD 1,811.75 billion by 2030. The market is expected to grow at a CAGR of 36.6% from 2024 to 2030. (grand view research, 2024)

How to integrate artificial intelligence into digital marketing:

Artificial Intelligence (AI) is revolutionizing digital marketing by analyzing big data to extract patterns and trends that help understand customer

behavior and expectations. Businesses can customize marketing campaigns to suit each customer's preferences, boosting sales and improving customer engagement. Bots and virtual assistants provide round-the-clock customer service, helping to build long-term relationships. AI helps predict market trends and automate marketing campaigns, saving time and increasing efficiency. These strategies make it possible to identify the most effective marketing channels and optimize budget allocation for each audience segment. (harvard business review, 2024)

ALIBABA: Alibaba is a multifaceted Chinese technology group founded on June 28, 1999 in Hangzhou, Zhejiang, China, by its founder Jack Ma. The group specializes in a variety of services, including commerce, local consumer services, logistics, retail platforms and mobile e-commerce. (ali baba, 2024)

Artificial Intelligence Strategies at Alibaba: Alibaba adopts several strategies within the framework of artificial intelligence, including:

- **Small Smart Selection**
- **Chatbot**
- **Alibaba Cloud (Alibaba Cloud)**
- **Digital Shelf Price Tag**
- **Content Marketing**
- **Cross-Promotions** (Journal of Economics and Sustainable Development, 2024)

Results and discussion:

- Artificial Intelligence (AI) is very important in the business sector.
- Many companies suffer from poor application of artificial intelligence and this is due to the weakness of the digital environment.
- Artificial intelligence contributes to supporting various digital marketing activities through the various digital methods it adopts.
- Alibaba adopts various artificial intelligence strategies and utilizes them to support digital marketing in its marketing activities around the world.
- Alibaba is one of the largest companies in the world that has embraced artificial intelligence in its various marketing activities and is working to apply it in its various business activities

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THE USE OF ARTIFICIAL INTELLIGENCE IN PUBLIC RELATIONS: ITS REALITY AND FUTURE PROSPECTS

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Abstract: *The modern world heavily relies on technology across various industries, particularly in the fields of communications, knowledge technology, and extending to artificial intelligence (AI) technologies that mimic human cognition by processing information and making decisions, especially in the realm of public relations. This study elucidates the current usage and prospects of artificial intelligence in this field, drawing on academic references that bolster its importance and highlight the mutual impact between artificial intelligence and public relations. The study concludes that artificial intelligence is a tool that enables the adaptation of public relations activities to the changing environment.*

Key words: *artificial intelligence, public relations, technology.*

Introduction:

Public relations play a vital role in any institution or organization by relying on a deep understanding of audience needs and its ability to interact and

communicate effectively in the modern technological age. Artificial intelligence (AI) stands out as one of the fastest-evolving and innovating technologies, enhancing its impact in various fields, including public relations. The latter provides immense capabilities for data and information analysis, system development, enhancing individual experiences, and predicting future trends, thereby improving communication effectiveness and building stronger relationships with diverse audiences.

This article sheds light on the current usage reality of artificial intelligence in the field of public relations and its impact on various communication plans and strategies, in addition to exploring future prospects and potential challenges facing this modern technology.

Main question: - How is artificial intelligence used in public relations?

Study Objectives:

- To attempt to understand how artificial intelligence contributes to improving the mechanisms of public relations work.

- To uncover the challenges facing the application of artificial intelligence in the field of public relations.

- To attempt to identify the opportunities provided by the use of artificial intelligence in the field of public relations.

The theoretical aspect of the study:

The reality of using artificial intelligence in public relations:

- AI is fundamentally changing PR by assisting with strategy, content creation, and data analysis.

- AI helps PR professionals create content faster and more efficiently, while also personalizing it for specific audiences.

- AI offers powerful analytics that can be used for real-time sentiment analysis, audience insights, and predicting future trends.

- AI is becoming essential for PR agencies to stay competitive and deliver targeted campaigns. In short, AI is not just a tool but a core aspect of modern PR strategy. (1) (kareem, 2022, p. 3)

Applications of artificial intelligence used in public relations:

- Image recognition applications: Connecting consumers with products or brands by recognizing images

- Consumer needs understanding applications: Tools like kiss metrics and Google analytics social posts and conversations to understand consumer needs.

- Social media monitoring applications: Monitor and analyse social media data to identify audience trends and stakeholders.

- Automation applications: Automate interactions on social media platforms using AI, such as Social Drift.
- Sales recommendation applications: AI suggests retail purchases and facilitates deals, like Adobe Target's personalized marketing offers.
- Speech-to-text conversion applications: Efficiently transcribe interviews, take notes, and create content through speech-to-text conversion (2) (taha, 2023, p. 585)

The role of artificial intelligence in improving public relations practices:

Here are the key points on how AI improves public relations practices:

- **Data-driven decision-making:** AI helps analyse vast amounts of data to inform campaign decisions like channels, influencers, and targeting.
- **Increased productivity:** AI automates repetitive tasks like scheduling and reporting, freeing up PR professionals for strategic work.
- **Actionable insights:** AI analyses data from social media and other sources to provide insights for informed decisions.
- **Influencer identification and engagement:** AI helps identify relevant influencers and tailor content for better engagement.
- **Crisis management:** AI monitors social media for negative sentiment and helps respond quickly to potential crises. (3). (Geeranjali Panda & Komal , 2019, pp. 201-203)

Challenges of using Artificial Intelligence in Public Relations:

- AI Flaws: AI can be inaccurate and lead to brand damage through misinformation or misuse by fake influencers. PR professionals need to be aware of these risks.
- Talent Shortage: Finding people with both PR and technical skills is difficult hindering effective AI implementation.
- Measuring Success: The long-term impact of AI makes it hard to measure its return on investment (ROI).
- Data Issues: Limited data, poor quality, and difficulty handling unstructured data can hinder AI's effectiveness. (4) (saleh, 2022-2023, pp. 82-83)

Opportunities offered by the use of artificial intelligence in public relations:

- Targeted outreach: AI helps identify the most relevant influencers and journalists for campaigns, saving time and effort.
- Content creation: AI can analyse data to inform content marketing strategies and even help create content like chatbots.

- Audience insights: AI tools provide better understanding of audience sentiment and behaviour through sentiment analysis and social listening.
- Improved campaign measurement: AI helps track campaign performance more accurately and measure return on investment (ROI).
- Predictive analytics: AI can predict future market trends. (5) (saaed, 2020, pp. 79-80)

Study Results:

- Artificial intelligence plays a significant role in enhancing the effectiveness of public relations through data analysis, message customization and improving customer experience.
- The use of artificial intelligence in public relations contributes to improving the quality and effectiveness of communication with the public, enhancing user experience, and deepening positive interaction with the organization.
- The adoption of artificial intelligence applications in public relations faces a set of technical and scientific challenges, including security and privacy issues, and balancing automation with human interaction.

Conclusion:

From the foregoing, it can be inferred that artificial intelligence technologies represent the latest advancements in modern technology. These technologies have become the focal point of various human activities and practices, especially in the fields of communication and public relations. They have enhanced the capabilities of the latter in formulating strategies and making decisions, thereby contributing to improving the efficiency and effectiveness of public relations activities. However, it does not negate the various challenges that they are currently facing.

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PUBLIC RELATIONS IN THE USA AND QATARI EMBASSIES IN ALGERIA: A COMPARATIVE ANALYSIS OF THE EMBASSIES' INSTAGRAM

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Abstract: *The advent of social media has revolutionized public relations, introducing a plethora of novel communication channels that have transformed the way organizations engage with their stakeholders. This study delves into the communication strategies of the US and Qatari embassies on Instagram, analyzing their promotional and image management approaches.*

The findings reveal distinct value-driven messaging strategies. The US Embassy prioritizes content-driven messages that showcase respect for Algerian culture, while the Qatari Embassy employs a media relations-oriented approach, conveying interest and friendship. These contrasting strategies reflect the unique values and diplomatic priorities of each embassy.

Keywords: *Social media, public relations, image management, Instagram, Embassy*

Introduction:

Technological advancements in communication tools have given rise to new concepts in the field of public relations, such as digital and electronic public relations, which increasingly utilize social media platforms to fulfill their tasks. These tools have become indispensable in public relations due to their comprehensiveness, speed in reaching audiences, and ease of communication. Even diplomatic institutions like embassies around the world have sought to leverage this modern technology to engage with their publics. They have adopted it as a platform for practicing diplomacy and a means of conducting public relations, or as this type of public relations is known in embassies, "public diplomacy", which is considered a type of public relations.

Social media platforms have also become an alternative to traditional methods of practicing public diplomacy and an opportunity for embassies to manage relationships, especially during times of crisis. They also contribute to the dissemination of information and effective communication with the public, and provide the ability to collect and analyze data in a useful way, which enhances the ability of public relations to achieve its goals and perform its tasks effectively. On the other hand, it contributes to the building, improvement, and

management of the embassy's public image, which is the primary goal of the public relations department.

Data and methodology:

We have tried to analyze the data quantitatively and qualitatively by analyzing the symbols and interactions of the embassies included in their content on Instagram, taking into account the temporal, spatial and thematic context in which the messages arise, based on three theories: symbolic interaction theory, Irving Goffman's impression management theory, and technological determinism theory.

To reach the objectives of the study, we have employed the descriptive method, which aims to accurately describe the phenomenon, study it, understand the present, and predict the future, as it is defined as “a method of focused analysis in order to obtain practical results and then interpret them in an objective manner” (غازي، 2007).

Analysis tool :

We have adopted both quantitative and qualitative content analysis since numbers determine the size of the phenomenon, while qualitative analysis dives into the depths of the phenomenon and interrogates (مبارك، 2017).

Units of analysis : We have relied on the unit of content or topic as it represents the largest units of content analysis and helps in analyzing media and communication materials and values.

Categories of analysis : In the categories of form, we have analyzed the introductory elements of the page, the forms of posts (photo, video, poster, text), the language used (Arabic, English), the writing style, the colors used, the visual elements (logos, Algerian flag, American flag, Qatari flag etc.)

In the content categories: We have analyzed the dimensions of the publication, the values (cooperation, tolerance, peace and respect), the themes of the publications, and the communication objectives.

Sample :

As this research does not aim to generalize, we have intentionally selected the sample to reach the research objectives in terms of image, strategies, and current goals, so we focus on current posts to understand their adaptation to Instagram's developments. The number of posts amounted to 100 on the US Embassy's Instagram and 60 on the Qatar Embassy's Instagram during the same period.

Results and Discussion:

Since the spreadsheets are large and numerous, we will not present it, we will only present the results.

Results of the content analysis of the US Embassy's Instagram:

- The US Embassy focuses on presenting its activities in addition to presenting its visits to different Algerian regions - publishing various offers of cultural and scientific exchanges between Algeria and the United States of America and grant programs - publishing entertainment contents such as programs and competitions that it organizes and meetings with Algerian or Arab individuals residing in America. - It is keen to publicize all social responsibility activities with congratulations for any anniversary, national or religious occasion.

- Communication objectives of the embassy: Promote the organization's affiliation - Promote the organization's image as well as build and improve relations with the public - Present the organization's activities and goals in Algeria - Paint a positive image of the United States of America in Algeria - Promote the English language, scholarships and exchange programs.

- The strategies it adopts to manage its image on Instagram: The United States of America adopts a set of strategies: "content strategy" which focuses on producing attractive and quality content to approach the audience, "dialogue strategy", "media strategy" which focuses on informing the public about the activities of the organization (حفيظي & كبور, 2023), and also uses "flattery and flattery strategy" which is one of the impression management strategies (محمد صالح, 2023), as well as "flattery and flattery strategy" which is one of the impression management strategies (محمد صالح, 2023).

- The image that the embassy draws: Based on the values it adopts and the messages implicitly disseminated by the Embassy of the United States of America, it tries to promote a positive image in addition to trying to draw an image of a citizen institution that is close to the audience and emphasizes that although it is an American diplomatic institution, it belongs to Algeria because of the relations of friendship, partnership and cooperation that it mentions every time and emphasizes respect and admiration for Algerian culture and traditions. It also tries to characterize itself as a symbol by using formal language in its publications and breaking this formality with some gestures. Implicitly, it tries to emphasize its identity as a government institution through repeated colors and symbols, as well as the use of the English language in addition to the Arabic language in all publications that refer to the United States of America.

Contents : The Qatar Embassy focuses on presenting the activities of the Qatari state and its political and diplomatic positions - publishing some of its programs and activities, social responsibility announcements, blessings, thanks and congratulations on national and religious occasions, and publishing information about the State of Qatar and its projects.

- Communication Objectives of the Embassy: The Qatar Embassy aims to build and enhance the image of the Qatari state and justify and explain its positions

- The strategies it adopts to manage its image on Instagram: The Qatar Embassy adopts a “media strategy” (Hafizi and Kabbour, 2023) that focuses on informing the public about the organization's activities

- The image that the embassy paints: The embassy tries to promote Qatar as a global sports destination and emphasizes the promotion of sustainable development and the aspiration for prosperity and progress, as well as trying to emphasize the values adopted by the state, such as respect for freedoms, the need for peace and security, international cooperation and good relations with other countries.

The comparison

- **Similarities:** In terms of content, both embassies focus on showcasing their activities and programs, publishing social responsibility news, congratulating on national and religious occasions, and using the Arabic language in communication. As for communication objectives, both embassies aim to enhance the image of the organization and showcase its activities, and both embassies use the media strategy to achieve this. In terms of image, both embassies focus on respecting the local culture.

- **Differences:** The U.S. Embassy seeks to enhance the country's image with local audiences, while the Qatar Embassy aims to promote Qatar as a globally recognized sports destination. The U.S. Embassy uses the formal language with some emojis, while the Qatar Embassy mainly uses the formal language. The U.S. Embassy stands out by emphasizing its governmental identity. Through the frequent use of colors and symbols, the Qatari embassy emphasizes its national identity as a state by focusing on a “media strategy” in disseminating official information rather than the “flattery and courtship strategy” adopted by the U.S. embassy to build relationships with the public. In contrast, the U.S. Embassy seeks to promote the English language and exchange programs, while the Qatari Embassy seeks to justify its political positions

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PRACTICE OF REPUTATION MANAGEMENT IN THE VKONTAKTE SOCIAL NETWORK USING THE EXAMPLE OF «TANUKI»

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Abstract: *This article reveals the concept of reputation management and its benefits for organizations in creating and maintaining a positive experience of interaction between potential and current customers with the company itself on social networks. The main tasks and key stages of reputation management are identified. Using the example of the Tanuki company community on VKontakte social network, actions to manage reputation in the Internet environment and build loyalty among VKontakte users are considered.*

Keywords: *reputation, reputation management, Tanuki, loyalty, social networks.*

1. Introduction

In the era of digitalization and the growing importance of social networks, the reputation and image of an organization largely depends on its high-quality presence in the digital environment. The appearance of a large number of companies on social networks is explained by the need to be visible to potential clients and to retain existing consumers at all levels of communication. Well-structured interaction with the target audience on social networks is one of the key factors for broadcasting the declared image and building a positive reputation [1]. According to a 2020 Weber Shandwick Research study, more than 2,000 executives surveyed attribute 63% of their companies' value to their online reputation [2]. Reviews, comments, publications and mentions of users can greatly influence demand and, subsequently, the profit of the organization. In the context of ongoing and rapidly growing competition between companies in all areas, brands need to create a loyal brand community on the Internet environment. The variety of choices can confuse consumers themselves. In situations where they cannot decide which company's services they should use, they turn to the Internet for help: they study reviews and comments. It is being done in order to make a choice based on other people's positive experiences with the brand [3].

2. Results and Discussion

Creating a positive reputation on the Internet environment is a long-term and painstaking process. However, if a competent strategy is formed,

reputation management can give good results. Before developing a strategy, an organization needs to decide what problem it needs to solve and what effect it wants to achieve.

The tasks of reputation management include:

- Control of negativity, its neutralization and elimination;
- Creation of a brand-loyal community in the Internet space;
- Maintaining a positive image in the minds of current clients;
- Assessing the perception of the company by consumers;
- Increasing company awareness;
- Improving brand reputation;
- Dissemination of important information about the company and the

product or service it promotes among the target audience.

To build an effective online reputation management strategy, there is a need to follow several steps. Development includes the following stages:

- Studying the company's image, its scope of activity, its current reputation;
- Setting goals, objectives and deadlines for achieving the desired result;
- Direct implementation of the strategy itself [4].

The final stage involves working with available social networking tools. Within the framework of this article, the emphasis is on the social network VKontakte, the number of users of which is more than 100 million. This social network has the highest traffic among its peers and currently available in Russia. Monitoring publicly available information on the platform can be done using internal searches using keywords and hashtags or using specialized social media monitoring and analysis services. The information received is analyzed to determine the nature of brand mentions and identify weaknesses.

Having a company profile on a social network makes it possible to inform the target audience and convey to it reliable information about the brand's activities and interact with users. Another advantage is that such pages are displayed in search results for queries related to the brand. Stable maintenance of a community on a social network, quick response to user requests and comments can improve a brand's reputation and increase the loyalty of its customers [5, 6].

Reputation management on social networks includes methods of dealing with negative reviews such as deleting them. In cases where it is impossible to do so, such feedback should be neutralized: by offering a discount, organizing a promotion, or contacting loyal consumers.

As an example of high-quality reputation management practice, it is proposed to consider the "Tanuki" community on the VKontakte social network. Having analyzed publications on behalf of the community, user comments and

responses from company representatives to them, we can conclude that the audience in this community is very loyal and involved in the life of the company. Under each “Tanuki” post there are consistently several positive comments from subscribers. The audience is actively interested in new products and shares their impressions after trying new menu items. Users share with other publications that announce new dishes. In addition, the company’s clients publish positive content on their personal accounts related to visiting “Tanuki” establishments or delivering the company’s dishes. Positive feedback and comments are encouraged with gratitude on behalf of the company.

It is important to note that even negative reviews are formulated by users in a respectful and understanding tone, which indicates competent brand communication in the information environment, which makes it possible to reduce the amount of dissatisfaction in advance. The company makes it clear to the audience that it is ready to meet customers halfway and resolve any situations in which the customer experience was overshadowed for any reason. To address negative comments and reviews, a request is published in response to clarify the details of the order or other necessary information that will help clarify the situation, as well as contacts for communicating with the client. A personal solution to various situations is offered, an individual approach is used in personal messages with the user. Communication with the audience is based on respect and empathy. Not a single comment from subscribers goes unnoticed.

The company regularly publishes information about current promotions, discounts and promotional codes in the community. This allows them to maintain the loyalty of current customers and form a pool of new ones by actively informing about favorable order conditions. “Tanuki” also uses the platform to publish content that is important for building a positive reputation with employees. For example, a video presentation of a new children’s menu with the participation of the brand chef and children of subscribers. Thanks to this, users have become more involved in the life of the company, both indirectly through social networks, and directly through personal participation in the presentation and filming of the video. Videos with employees are also published in a question-answer format. This demonstrates the company’s openness and desire to provide customers not only with high-quality service and products, but also with potentially useful information.

An example of reputational content would be a video post about a company delivering 900 pizzas to one of Moscow offices. This is how “Tanuki” demonstrates to the audience of the social network its readiness to fulfill orders of any complexity and any volume. Such publications are accompanied by a positive reaction among subscribers.

3. Conclusions

Thus, reputation management becomes an integral part of the successful existence and development of a company in the modern world. By managing its online presence, responding to reviews, and creating a strong social media presence, a company can build and maintain a strong and positive reputation. However, it is a must to remember that building a good reputation takes time and resources, so organizations need to be proactive. This practice allows not only to monitor public reaction and assessment of the company's activities by consumers, but also makes it possible to influence their opinion. This is especially useful in cases where it is necessary to minimize or eliminate negativity towards the organization or consolidate a positive status.

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PRACTICE OF INTERACTION OF GLOBAL BRANDS WITH ATHLETES-INFLUENCERS

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Abstract: *This article reveals the structure of interaction between Russian brands and athletes-influencers. Influencer athletes, who have a significant audience in social networks, are becoming more and more influential figures in the promotion of brands, including them in their publications and advertising campaigns. Russian brands, seeking to boost their visibility and attract new consumers, are increasingly turning to cooperation with athlete-influencers. However, the questions of what factors influence the success of such cooperation and what strategies of interaction are the most effective remain the subject of further research.*

Keywords: *sports marketing, Influencer marketing, branding, promotion*

1. Introduction

Sports Influencers are people who have gained popularity through their involvement in sports. They can be athletes, coaches, or simply sports enthusiasts who have a strong social media presence. Sports teams and organizations can partner with these influencers to promote their brand, products and services to an interested audience. Influencer marketing is the collaboration of a brand with opinion leaders to deliver certain information and messages to their target audiences [5]. Speaking about influencer marketing, it usually means promotion through social media. Collaboration can lead to increased profits, as influencers can promote products and services through exclusive discounts or referral programs, generating immediate sales for the organization itself [6,7]. Well-known brands benefit greatly from incorporating influencer marketing into their promotional strategies.

2. Methodology and Data

In 2023, according to Forbes, the top 3 most discussed Russian athletes were headed by UFC fighter Islam Makhachev. The second place was taken by tennis player Daniil Medvedev, who finished the 2023 season as the third racket of the world. Alexander Ovechkin, the Russian hockey player, captain of “Washington”, is in the third place [5]. It is worth referring to the ranking of Russian athlete-influencers compiled by Mediascope and Brand Analytics for

2023 [8]. All participants in the rating have been compared to each other on several key parameters:

1. Media presence (weight - 20%).
2. Popularity in social media (weight - 40%).
3. Expert assessment of the level of marketing attractiveness of the athlete's brand (weight - 40%).

Sports achievements of Daniil Medvedev in 2023: wins at ATP tournaments in Rotterdam, Doha, Dubai, ATP Masters 1000 Tour tournaments in Miami and Rome, and reached the final of the US Open. Brands that this athlete promotes: Bovet watches and BMW cars. In 2019, this tennis player became an ambassador of Tinkoff. However, due to the current state on the world stage, having a Russian sponsor is not favorable for either the tennis player himself or the company: as Medvedev's agent Lev Kassil explained to Forbes Sport, having a Russian sponsor can negatively affect both participation in tournaments and cooperation with other sponsors [5]. Also in 2023, Daniil Medvedev has become the face of the RawQ energy bar brand.

In 2022, Beijing Olympic champion Anna Scherbakova was nominated for the ISU Skating Awards as "The Most Valuable Skater". The reigning Olympic champion is a sought-after ambassador for major Russian companies and international companies: in the summer of 2023, Anna Scherbakova started cooperation with the Chinese electronics brand TCL. Before that, the 19-year-old figure skater signed contracts with Nike, Omoda, Sberbank and Sport.Mela.

Krasnodar striker Fedor Smolov has become the most sought-after player of the Russian national team according to brands. With billions of TV viewers in front of their screens, soccer has long been a global commercial platform. Footballer Fedor Smolov had four individual contracts (Gillette, Nike, Beats and Tinkoff Bank) that were not linked to national team partners.

3. Results and discussion

In general, having considered Russian athletes-influencers, it is possible to emphasize the criteria by which they are attractive to various brands:

1. Sporting achievements and fame are the most obvious criteria.
2. Appearance.
3. Media relevance.

Also, when selecting an athlete-influencer, brands should carefully analyze and consider the risks, including:

- examine the athlete's background;
- analyze the public perception of the athlete,
- analyze the vector of the athlete's achievements,
- forecast possible scenarios for the athlete's career and achievements in terms of their impact on the brand's image and commercial success.

Analyzing the effectiveness of influence marketing depends on the objectives of the marketing campaign. Examples of objectives and performance measures might include [2,4]:

1. Brand Recognition. When trying to increase brand awareness with a campaign, an important metric is the number of impressions.

2. Brand Engagement. Success in building an engaged community can be measured by the various interactions, such as likes, comments, reposts, retweets and reactions, indicating the level of engagement generated by the content, the post and the brand.

3. Social media follower growth. The data needed to measure social media growth is readily available on a brand's social platforms, and through a variety of built-in social analytics tools and third-party reporting applications, the growth of social media followers over time can be determined [3].

4. Website traffic. If website traffic is a goal, Google Analytics should be set up to track metrics such as new users, sessions, page views, time on site, and number of referral partners over a specific date range.

5. Sales. There are many ways to measure the effectiveness of marketing campaigns designed to increase sales.

If we consider the stages of organizing cooperation with influencers in the sports sector in more details, the objectives of the brand strategy can be [1]:

- Increasing the level of consumer loyalty to the brand;
- Expansion of the audience;
- Presentation of new products;
- Demonstration of product benefits, etc.

4. Conclusions

Establishing regular collaborations, whether ongoing or regular, can be quite effective in imprinting in the minds of potential customers the notion that they are convinced innovators for a particular brand. The result is a desire to purchase that product or service, so that there is a desire to emulate the influencer and trust their recommendations. Thus, various brands cooperate actively with influencer-athletes.

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THE USE OF VERTICAL VIDEOS IN ADVERTISING AND ITS IMPACT ON ORGANIC TRAFFIC AND AUDIENCE ENGAGEMENT

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Abstract: *This research examines the effectiveness of vertical video content in mobile advertising, aiming to understand its impact on audience engagement. A review of market statistics and case studies reveals that vertical videos achieve a significantly higher completion rate, averaging 90%, compared to horizontal videos. This format capitalizes on the growing trend of mobile traffic, offering advertisers an opportunity to convey concise and compelling messages to their target audience. The findings emphasize the importance of adapting content formats to meet the changing needs of consumers. They highlight the significance of engaging storytelling and innovative ideas in maximizing reach and optimizing performance on social media platforms.*

Key words: *social media marketing, vertical video, social media platforms.*

1. Introduction

With the advancement of digital technologies, the way we communicate, train and conduct business has undergone a significant transformation. The market today is flooded with information, and the way content is presented has also changed.

One of the most prominent formats in advertising is video content. This format not only allows businesses to communicate their message to their target audience effectively, but it also has the potential to increase customer loyalty. Vertical videos are especially popular due to their low production costs and convenience for consumption on smartphones. Mobile traffic in Russia is also on the rise, with 219.8 million mobile connections and 42.3% of users accessing the internet through their phones, an increase of 10.6% from the previous year [1]

Mobile content is characterized by its simplicity and quick information transfer, helping to attract traffic. Advertisers have a limited time frame of only 6-15 seconds to capture the attention of potential customers. The vertical video format, which occupies the entire screen of a mobile device, ensures maximum focus on the advertised brand or product. According to MediaBrix research, vertical videos have a significantly higher completion rate of 90% compared to horizontal videos at 14%. [3]

Organic traffic has become a crucial indicator of success for brands on social media platforms, driving their desire to produce engaging content. Simultaneously, search engine and social media algorithms play an increasingly significant role in determining which content is presented to users. These algorithms adjust content based on each individual user's preferences and needs, creating a personalized experience for the user. This process can be seen as a rating system for content's effectiveness, reflecting its relevance and value to the intended audience.

Successful content that attracts organic traffic typically features captivating plots, innovative ideas, and a dynamic presentation. Not only do social media algorithms influence organic traffic, but they also shape the overall perception and engagement with the content, determining its dissemination and success.

The advantage of vertical video content is that it can create a more authentic and reliable experience for viewers. This is because these videos are often based on real-life experiences, which helps to build trust and create an emotional connection with the audience. This differs from traditional advertising, which often uses generic messages and images that may not be connected with viewers on a personal level. People are more likely to trust recommendations from friends and family than advertising messages, as they perceive these recommendations to be more trustworthy and credible. When viewers watch a video review by someone they know, they feel more confident

in their decision to purchase a product. This sense of trust can lead to a feeling of belonging among individuals who share similar values and interests.

Social media platforms use engaging storytelling techniques to capture the attention of their users. These stories stimulate interaction and sharing, and are designed with mobile devices in mind. By combining storytelling with the interactive nature of social media, businesses can create more impactful and memorable experiences for their audiences.[5]

The authors argue that the effective use of social media in public relations can help increase conversions and improve a brand's image. Today, almost any Russian company has the opportunity to promote its products successfully on social networks and work with influencers. The prevalence of video content has significantly increased in almost all business sectors, and the emotional connection with the target audience is another positive aspect of video marketing provided by modern companies. [6]

When creating vertical videos, there are several key factors that should be taken into consideration. These include the quality of the content, the originality of the ideas, the clarity and simplicity of the message, the adaptability of the videos to different platforms and devices, the use of personalization and branding, as well as the utilization of data and analytics for optimization purposes. Using vertical videos for marketing requires continuous effort and attention to emerging trends. It is essential to monitor industry developments and analyze the results of previous campaigns in order to gain valuable insights. This information can then be used to adjust strategies and identify the most effective approaches for achieving marketing objectives through vertical video content. With the right approach, vertical video advertising has the potential to be a powerful tool for engaging audiences and driving sales. By following best practices and keeping up with industry trends, advertisers can maximize the impact of their campaigns.

2. Conclusions

In conclusion, the emergence of digital technologies has transformed the way we communicate, train, and conduct business. Video content, especially in vertical format, has become a dominant advertising tool. This is because vertical videos offer a unique opportunity to engage with audiences, especially in a mobile-centric world where smartphone usage is on the rise. The effectiveness of this format lies in its ability to grab attention within a short time frame and provide an immersive brand experience, which aligns with the preferences of today's consumers. In addition, the focus on organic traffic on social media platforms emphasizes the significance of creating authentic and engaging content. Vertical videos allow advertisers to build trust and emotional bonds with viewers, promoting authenticity that traditional advertising frequently lacks. By utilizing social media platforms and influencers, as well as

through careful attention to content quality and data analysis, advertisers can utilize the power of vertical video marketing to effectively engage their audience and drive sales in today's digital era.

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THE MARKETING POTENTIAL OF VK VIDEO PLATFORM AS A PROMOTION CHANNEL

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Abstract. Nowadays video content is one of the dominant formats in the structure of the Russian audience's internet consumption. The leader among the

video platforms is the biggest foreign platform YouTube. However, since YouTube has made restrictions on monetization and advertising, Russian video platforms have started to actively develop and attract an audience. One of such platforms is VK Video, which is a part of the VK ecosystem. The article describes the platform VK Video as the alternative to the foreign one, its opportunities for the content creators and advertisers, and also analyzes how the audience perceives it, according to a conducted survey.

Key words: *video content, video platform, VK Video, YouTube, digital-marketing.*

1. Introduction

In the modern world video content is a popular format: on average, the Internet users spend about 84 minutes on watching videos daily [1]. The most popular video platforms in Russia are YouTube, VK Video, Rutube and Dzen Video [7].

The development of Russian video platforms can be explained by the fact that, since 2022, the foreign video platform YouTube has made restrictions on monetization and advertising, which has reflected both on business and influencers [6]. One of the popular Russian video platforms is VK Video, which is a part of the VK ecosystem.

2. Methodology and Data

The analysis of the sources of information and the survey have been used as the methods of the research.

3. Results and Discussion

The development of VK Video platform is proved by quantitative data: in the second quarter of 2023 the average number of views per day was 1.9 bln, while at the end of 2023 there were 2.3 bln views per day. This growth may be explained by an improved recommendation system, exclusive content and the launch of the mobile app [8, 9].

VK Video provides users with a high-quality interface and uses algorithms based on AI (artificial intelligence). Nowadays VK Video is one of the key platforms for native online advertising placement. The volume of this type of advertising has drastically increased due to the launch of the mobile app in 2023 and has already exceeded 1 bln rubles. Major companies are interested in native advertising – for example, banks, online retailers and telecom companies [2]. Moreover, the incomes of the platform have increased by 42% due to advertising [9]. Apart from native advertising, which is mainly used in shows, the video platform allows advertisers to place an in-stream advertising and creates interactive mechanics and even proposes a special project for a particular brand [4].

If the number of subscribers is more than 5 000 VK Video provides the opportunity to get monetization to the authors of the content [3]. It is worth mentioning that VK Video is actively developing thanks to its shows, which are mostly created in cooperation with Medium Quality, a production house, and also by VK Video's own production (originals) [5].

In order to learn the attitude of the Internet users towards VK Video, we have conducted a survey. More than 50 respondents took part in the research. The survey was conducted mainly among the age group of 18-24. According to the survey results, YouTube is the most popular platform for watching horizontal videos: 76% respondents use it every day, while VK Video is used by 33% on a daily basis. Besides, VK Video is a leading video platform among the Russians. The purposes of the use of the platforms are almost the same: entertainment (90% and 59% for YouTube and VK Video respectively), education (37% and 18%), and watching films (37% and 14%). The respondents also noted that YouTube is the most user-friendly platform (90.2%), while VK Video is considered to be the most user-friendly service for 9.8% respondents. On YouTube there are plenty of popular topics, while on VK Video the current leader is the format of interviews and shows.

4. Conclusions

Summarizing the following, we can highlight that nowadays VK Video is developing and forming its audience, while YouTube is a world-famous platform which has already had its loyal audience. Moreover, VK Video mostly promotes shows of its own production, while on YouTube users generate content themselves. To sum up, VK Video has the potential to become a popular marketing channel with its loyal audience, therefore, the authors find it interesting to continue learning this topic.

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CURRENT TRENDS IN OUTDOOR ADVERTISING IN RUSSIAN MEGACITIES

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Abstract. *Outdoor advertising in megacities plays an important role in promoting companies' goods and services. Analyzing current trends in outdoor advertising, the growth of digital advertising has been revealed. This dynamic form of advertising attracts attention through digital technology. An example is the large-scale campaign for the musical “Chess” in Moscow, within which new, non-standard forms of outdoor advertising were used, including large-scale digital structures, which ensured the success of the campaign.*

Keywords: *outdoor advertising; promotion of goods and services; trends; dynamic advertising; digital advertising; interactivity; advertising campaign.*

Introduction

Currently, even a single area of public life cannot function without advertising. Advertising affects both trade and the economy, as well as the social life of society. Thus, any advertising is an essential tool for companies. With the help of advertising, organizations are able to attract attention, create a need, and encourage a potential consumer to purchase. In modern society, where mass communication is growing rapidly, advertising has taken its place as the most effective form. Taking into account the amount of information people consume every day, it is becoming increasingly difficult to reach target audiences and be noticed by consumers. Therefore, outdoor advertising is developing and taking on new forms in order to reach the attention of potential consumers in an abundant visual environment.

Outdoor advertising is one of the conditions for the successful development of any company, as it plays a key role in the promotion of goods and services. The current level of advertising development and trends are changing, and research at the new stage is somewhat delayed. In this regard, it seems relevant to analyze trends in outdoor advertising in Russian megacities to understand the prospects for its development.

Outdoor advertising is text, graphic, or other visual advertising information that is placed on special stationary or temporary advertising structures located in open areas, external surfaces of buildings and structures, elements of street equipment, above the roadways of streets and roads [1]. Due to its relatively low cost and enormous placement capabilities, outdoor advertising has gained particular popularity among customers. This concept includes advertising on banners, advertising on transport, advertising in the subway, and more.

According to experts, outdoor advertising is the main form of communication with customers, which translates the quality of goods and services of the seller into the language of consumer needs and abilities. This advertising is a proven means that allows people to convey an advertising message to a wide number of viewers at one time - outdoor advertising accompanies a person's daily life. On this basis, outdoor advertising should be large, bright and informative. Outdoor advertising is not only effective, but also a prospective form of communication, since the development of science and technology introduces new types of advertising execution and increases its quality through technology and printing.

Modern outdoor advertising includes many different types, which can be classified according to various parameters, including design, technology and size. For example, signs, volumetric inscriptions and letters, neon design elements, panels, showcases, pillars and banners - all these elements are found in the urban environment, on or near buildings, transport, street furniture etc. Today outdoor advertising has more than 20 types of advertising media.

The advantages of outdoor advertising include: visibility, frequency, flexibility and price. Almost every passerby sees it, that is, the advertiser receives multiple contacts with residents and guests of the area where the advertisement is placed. However, outdoor advertising has not only advantages, but also disadvantages. Outdoor advertising is quickly replaced and is published for no more than 30 days, so the advertising message must be such that the company, product or service is remembered by the buyer from the first time [3].

According to the survey and expert assessments' analysis, it has become possible to come to the following conclusions: in megacities (Moscow and St. Petersburg), outdoor digital advertising is currently actively developing, including Digital Billboard, Digital Supersite, Digital Cityboard, Media Facade etc [2]. Digital outdoor advertising has the ability to use not only a static picture, but also video materials. This advertising is dynamic and unstable, which allows it to attract the attention of people who are bored with standard advertising. Due to the development of technology, the modern designer has many tools for creating bright, original outdoor advertising. Digital is found everywhere: digital video screens, scrollers and pillars are appearing, monitors in waiting rooms, at bus stops and right on the facades of buildings. Many designs can now interact with people and become interactive.

In 2020, a large-scale advertising campaign for the musical "Chess" was launched in Moscow. A huge number of banners filled the city. (Digital screens, media facades located throughout Moscow. Advertising was found on buses, bus stops, on Novy Arbat street on the facade of Oktyabr cinema). However, this is not surprising, because the Moscow MDM Theater has its own advertising and production group, which is engaged in the design and placement of outdoor advertising, so it is modern and covers all kinds of advertising formats. In general, the practice of placing and designing outdoor advertising continues to grow, taking into account new technologies and requirements to attract and retain the viewer's attention.

Conclusion

Modern practice of placing outdoor advertising shows that the use of non-standard and large-scale advertising structures allows, in the face of an abundance of other forms and types of advertising, to attract the attention of demanding consumers. There is an increase in the use of digital formats and interactive solutions, which allows to attract the attention of the audience more effectively and ensure rapid changes in advertising messages, the integration of advertising with architectural elements and local events creates a more organic and contextual advertising environment, personalization, targeting and the use of analytics data allow for more accurate set up advertising campaigns and reach the target audience, the emphasis on the emotional and artistic aspect of advertising helps to generate interest and desire to purchase the product. The

rapid dynamics of the outdoor advertising market and the increase in people's mobility show that this advertising does not lose its relevance by acquiring new forms [4].

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CORPORATE IDENTITY. NEW CHALLENGES

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Abstract: *The purpose of the article is to analyze the study of how the political situation has influenced the formation of corporate identity in Russia. The introduction of sanctions and airspace restrictions have had an impact on various aspects of the lives of Russians. In particular, the export of Russian goods to Europe has decreased significantly, and the purchase and development of foreign businesses by Russian entrepreneurs are creating new trends. A list of trends and examples directly related to them are provided. The object of the study is corporate identity as an important tool of advertising and public relations. The subject of the study is the specifics of the formation of corporate identity of companies in the context of socio-political challenges. The study substantiates the influence of socio-political discourse in the development of corporate identity. The methodology of the work is based on methods of analysis, comparison and synthesis of material.*

Key words: *corporate identity; socio-political discourse; branding; Localization; Russian market.*

Introduction

In the modern world, where the socio-political situation influences all spheres of human life, brands are increasingly becoming involved in the social life of society. Many foreign companies have left the Russian market, and in turn, they have been replaced by new companies that, in creating a corporate style, have used different methods to shape a new brand image.

This paper will examine how the socio-political context influences the creation and formation of a corporate style using several examples of existing trends.

"Me Too" Brands

Changes have also occurred within the branding process – in today's reality, there is not always enough time to devote to development, reflections on adjustments, and their coordination. The time frames for creating and implementing a corporate style have significantly shortened. In the current context, "Me Too" brands and imitation of Western brands are not only a desire to emulate more successful counterparts but also a statement that these companies are replacements for those that have left the market. Examples include "Stars Coffee" (formerly "Starbucks"), "Pizza-N" (formerly "Pizza Hut"), "Rostics" (formerly "KFS"), and others.

A brand imitator can derive many advantages from a strategy that includes:

1. The ability to leverage the established reputation of the original brand, which helps build trust among consumers.
2. Joining a recognizable image, increasing visibility, and giving status to their own brand.
3. The chance to compete effectively with major players in the market by offering products associated with a successful brand.
4. The ability to switch consumers to a product alternative, providing them with a more affordable or suitable option.
5. Cost reduction through the use of ready-made solutions and ideas, saving resources on research and development.

Reputation and trust are already firmly established, and it only remains to adopt the product and visual elements, which will immediately give consumers a clear understanding of the replacement offered by another company. However, this phenomenon also has negative aspects, including:

1. Lack of uniqueness and individuality, as the brand imitator tends to copy existing solutions, limiting its ability to create unique products and ideas.

2. Potential legal restrictions, as using elements belonging to the original brand can lead to legal problems and patent rights violations.

3. Lack of additional advantages, as "Me Too" brands, by copying concepts, may not always offer something different from the original that attracts consumers.

4. Weak customer loyalty, as the brand imitator may be seen as a follower of more successful brands rather than an independent and original player in the market, leading to involuntary comparisons in consumers' minds.

5. Lack of long-term development prospects, as the copying strategy may become unstable and unreliable in the long run, especially with changes in market conditions and consumer preferences.

6. Inability to register a trademark for a product that is counterfeit, and moreover, there may be several manufacturers copying it. In such cases, it is important to understand how to make this product more appealing to consumers. The absence of a company in the Russian market does not deprive it of trademark rights. In the case of counterfeit products, they are still considered illegal, leading to serious legal consequences under Article 1515 of the Civil Code of the Russian Federation, including confiscation and destruction of counterfeit goods at the expense of the violator [1]. Additionally, according to many experts, including Alexander Vagin, founder of the branding agency SUPERMARKET: "Mimicking and copying the brand codes of companies that have left the Russian market is a path to short-term gains that to some extent limits the company's development opportunities in the medium and long term. This is not strategic for companies planning to continue operating in the Russian market"[2].

The use of the Cyrillic alphabet

Using Cyrillic script has become one of the trends of 2023 [3]. Previously, a company name in Latin script could contribute to promoting the company in the international market or create a favorable impression of the company abroad. Moreover, a few years ago, Cyrillic script as a brand name was used on advertising posters, where the name was written in small font with an asterisk symbol, as required by the "On the State Language of the Russian Federation" law, which mandates that all advertising information in Russia be presented in Russian. The "Consumer Rights Protection" law also implies that advertising messages should be understandable to all consumers in Russia [4].

Nowadays, companies use Cyrillic script to get closer to the Russian consumer. Companies have become more focused on the Russian market and promote the idea of their autonomy from the Western market. Additionally, using Cyrillic script creates additional buzz and attracts public attention. This trend is also driven by a possible bill that would prohibit placing advertising signs in a foreign language [5]. For example, by the end of 2023, all brands

owned by LAB Industries had been adapted to Cyrillic script across all company divisions. This includes brands such as "Шаума," "Глисс Кур," "Тафт," "Фа," "Церезит," "Метилан," and "Макрофлекс," and the shelves of stores now feature "Съесс" (formerly Syoss) [6]. The Russian media company "Иви" previously used English transliteration of its name ("IVI"), but in September 2022, it underwent a rebranding process, incorporating Cyrillic script into its logo [7].

According to a survey conducted by the "Public Opinion Institute," the following trends were identified: for 75% of consumers, naming affects their desire to purchase a particular product, with 52% preferring brands with names in Russian, 23% in English, 8% preferring brand names where Russian words are written in Latin script, such as "Babochka", while 7% prefer foreign brand names written in Cyrillic script, like "Бургер Кинг" (Burger King) [8]. Participants were also asked about what they found appealing in brand names in Cyrillic and Latin scripts. For Cyrillic names, the main advantages were readability (63%) and instant recognition of the brand's origin from Russia (56%). Additionally, memorability (40%) and general familiarity (37%) were often highlighted, with 33% of participants indicating that such names instill trust. However, this trend also has a downside – there is a limited number of Cyrillic fonts, although this niche is gradually evolving in collaboration with designers.

Conclusions

Studying corporate style and its changes in the context of socio-political shifts, including rebranding and brand localization due to events in 2022, remains an important topic in its formation. Analyzing changes in the socio-political sphere, we observe a trend of brands mimicking Western styles, which may seem more attractive. However, such a strategy may be effective only in the short term and does not always lead to success. Meanwhile, the use of Cyrillic script is becoming more widespread, as it makes the brand more understandable and accessible to the Russian consumer. Thus, we have identified that due to the changed socio-political agenda, approaches to branding in the Russian market have transformed.

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PLAYABLE ADS AS A GAMIFICATION TOOL IN DIGITAL ADVERTISING

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Abstract. *In today's digital revolution, which is constantly changing the world, competition for consumer attention is becoming increasingly fierce. Traditional methods of promotion are losing their former effectiveness due to the high demanding and selective nature of consumers towards advertising. The emergence of newer methods of advertising, including digital advertising, has changed the trends of attracting the attention of customers. This research paper examines the use of digital-advertising tools – playable ads on the example of two large companies: Burger King and Tess. Based on the analysis of the results of advertising campaigns, the article presents the recommendations developed by the authors to create gamified advertising.*

Key words: *digital advertising, playable ads, effectiveness, interaction, gameplay*

Introduction

In the era of the digital revolution, traditional methods of promotion are losing their effectiveness due to the consumer's growing demand towards advertising. Nowadays, there is a growing need to create personalized digital advertising that potential customers find compelling. According to this fact, companies are forced to apply the latest developments in providing information about a product or service, focusing on increasing the level of interaction with the customer.

Playable ads tool in digital advertising

Firstly, it is worth mentioning the definition of digital advertising. Digital advertising is the promotion of brands through interaction with users in digital channels with the help of various communication tools: contextual advertising, SEO promotion, banner advertising, email newsletters and so on. The list of tools depends on the goals of the marketing campaign, as well as the target audience and the specifics of the goods or services which are being promoted.

One of the most innovative methods of interaction with consumers through digital advertising is gamification. Gamification in advertising means the application of game principles and mechanics to promote goods and services with the help of gamified banners – playable ads [5]. Unlike conventional banners, they do not only inform about the product or service, but also fully engage and intrigue the consumer, providing a positive advertising experience. Technically, playable ads are regular HTML5 banners with interactive gameplay snippets [7, p. 3]. They involve three stages: gamified user engagement, interaction with the product (gameplay) and Call to Action (CTA) or end-card. The first stage is the process of engaging the consumer to initiate interaction with the advertising, thus motivating consumers to "play". It is necessary to provide the consumer with the "rules" of the game, adding elements of visual and textual cues. The second stage is the gameplay itself, which involves interpretation of the demo of the app or product advertised by using attention-grabbing elements. The third stage is call to action which ensures the growth of key advertising effectiveness metrics [1].

A practical analysis of the use of playable ads

One of the most successful examples of playable ads is the advertising campaign of fast-food restaurant chain "Burger King". In 2016, "Burger King" used Playable ads technology to launch an advertising campaign in the German market to attract consumers' attention to a new burger – the spicy "Angriest Whopper". The interactive ad consisted of collecting 20 jalapenos in the 20-second duration of the ad by dragging the "Whopper" across the bottom of the

screen and to catch the peppers while avoiding other items such as rubber ducks or candies. The winner of the game received an exclusive discount coupon for the restaurant chain. In 14 days, the “Angriest Whopper” game was played more than 300,000 times, and over 2 months, the number of summed up game sessions increased to more than 2.5 million [2].

Another outstanding example of the use of Playable ads is the advertising campaign of the “Tess” brand. Running from October 18 to November 7, 2021, “Tess” announced a new Wellness Line of functional teas with unique blends. The users involved in the game interaction were encouraged to shake the phone to determine their mood. Depending on the intensity of the consumer's movements, they were presented with a unique packshot recommending a tea with a flavour that matched their current mood. The button “I want to try” encouraged the consumer to take further action to purchase the products. The intensity of shaking the phone was measured by using an accelerometer, and when the consumer was inactive, after a certain amount of time they were given a packshot with all the flavours in the product range [3].

The main goal of the “Tess” advertising campaign was to engage and retain users in the game mechanics. According to the results of the brand's research, the time of contact with the consumer when using Playable ads compared to traditional commercials increased several times - from 8 to 24 seconds. In addition, research has shown that the gameplay experience significantly influences consumer's target action. Thus, when a consumer does not interact and a packshot with all the flavours of the tea range is given out, the number of clicks on the “I want to try” button was 1%, while the CTR on the same button as a result of playing the game increased by 2 times and summed up to 2%.

Advantages and guidelines for playable ads

Gamified advertising has a significant number of positive aspects: playable ads provide advertisers with a large amount of data, engage audiences by encouraging them to interact with ads through the gameplay, increase retention conversion metrics and drive targeted traffic at the same time reducing app install time, improving the memorability of the promoted product as well as forming positive customers’ associations [4].

In the process of creating gamified ads, there are some rules to follow. Firstly, provide the customer with a clear and quick learning experience, so that the involvement in the ad is less noticeable, but still exciting. Secondly, add a call to action that will entice the consumer to further interaction with the promoted product. The call to action should offer to go to install the app or perform another activity, but the consumer must still have the opportunity to stop the interaction with the game, otherwise the advertising will be perceived

as too intrusive and aggressive. Moreover, to reduce the risk of negative perception of the ad, it is necessary to conduct testing. In the process it is possible to track the parameters that lead to the highest conversion rate. Tests can be conducted on the response of the audience to various visual effects, the level of complexity of gamified advertising, the text that calls for action, or the duration of the game itself. In addition, one of the most important rules when creating playable ads is the choice of site placement. This step should be considered before initiating the development of playable ads, because the sites have different requirements for the interactive component, in particular animation, creatives and so on [6].

Conclusion

The development and application of playable ads as tools for gamification of advertisements play an essential role in the promotion of various products and services in digital format. Due to the large number of positive aspects of playable ads, there is a significant increase in the amount of gamified ads. Modern data collection tools allow advertisers to create more effective ads and collect a large amount of consumers' data, which leads to a deeper understanding of the target audience while demonstrating the most relevant benefits of the advertised product according to their interests.

Nowadays, attracting the consumer's attention is becoming more and more challenging. Playable ads as a digital advertising tool give an opportunity to attract and maintain the interest of a potential customer in a product. Further study of the use of playable ads in the advertising field is essential for modern advertisers, as well as the use of new technologies, such as neural networks, which can lead to the emergence of various modifications of playable ads. In addition, this advertising tool will become a cheaper and more effective alternative to traditional commercials due to the automatization of algorithms.

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MODERN VISUAL SOLUTIONS IN BRAND PROMOTION IN THE FIELD OF ART AND DESIGN

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Abstract: *This article is devoted to the use of certain artistic or design solutions in the promotion of real brands. Today, it is difficult to imagine that a major brand would not use certain visual solutions to attract its audience. However, brands often do not place due emphasis on exceptional visual solutions and face weak advertising campaign effectiveness. This is because our brain processes visual images faster than text, so it is worth borrowing solutions from the best visual fields such as art and design.*

Keywords: *design; promotion; brand; art; audience*

Introduction

Each brand uses certain methods of promotion on the way to realizing its ambitions. These methods often keep the audience's attention and awareness. By themselves, new brands are nothing. Each stage of the life cycle has its own promotion goals:

1. When a brand is born, the main goal of its promotion is to create awareness and demand.

2. At the initial stage of recovery, another priority appears - the formation of memorability. A brand must have its own unique characteristics (style, music, symbol, slogan, color), and the target audience must know them.

3. Later, there is a saturation stage, where goals change, and all efforts are concentrated on increasing market share, attracting new customers, creating knowledge and association - when the society to which this message is directed remembers not only the name, but also the unique visual style.

4. At the stage of growth or decline, it is important not to leave everything as is in anticipation of something, an owner and the company need to maintain the brand image and build customer loyalty so that consumers come back for repeat purchases.

Value

Our modern world is overflowing with various visual solutions. All this happens because each of us is suited differently and each solution, one way or another, finds its audience. Kelly Hoppen in her book *The Golden Rules of Design*. Style wrote: "The criteria for style and taste can be very arbitrary. The point is not that someone has good taste, and someone has bad taste, but what exactly suits each of us the most" [1. p. 13]. The visual part of the promotion is exceptional, but why is this so? It is worth turning to the research of the laboratory of "human-computer interaction" of Peter the Great St. Petersburg University. The world around a person consists of many different objects, which, during the process of perception, undergo certain processing and are transmitted to the brain for further analysis. The result of this analysis is a specific action, emotion, or sensation. Based on the experiment, it can be revealed that visual solutions not only convey a brand message, but also force the recipient to respond to it. It turns out that for the correct and most effective approach to brand promotion, it is worth preparing a special modern visual concept. A visual concept represents a personal connection through which a person creates associations, emotions and sensations associated with a product. In this case, the main value is the idea of strengthening brand product identification by manipulating external human uncontrollable factors. The goal is to highlight the promoted product among many similar ones, as well as strengthen the brand philosophy through special communication channels.

Stylistic influence

A big part of all art and design is current trends. Trends are found not only in fashion, in behavior patterns, and vocabulary. In these areas, most often we mean a special style of writing projects that gains momentum over a certain period. They define the stylistic flow of visual objects and popularize it among the masses. This is why design trends are very important for brand promotion.

Speaking about modern visual solutions, we cannot ignore colors, various stylistic options, shapes, and the use of special technologies. As for colors, in 2024 it has become popular to use bright colorful transitions that convey dynamics to all objects. It manifests itself not only in the use of a certain

bright color, but also in complex transitions between them. The gradient adds an overall bright spirit and helps reveal the painting in a different way. Works inspired by the periods of the 80s and 90s amaze modern society and make a person hold the gaze, which is also good for promoting a brand. We would especially like to highlight the main trending style as minimalism. It has had a huge influence on the development of the philosophy of beauty, style, and modernity. This is not only design, but also a whole direction in art. This style, like our modern world, is enveloped in freedom, it creates the impression of visual calm and seems completely simple, but this simplicity is the result of complex processes. Antoine de Saint-Exupéry points out that: “A true designer knows that he has achieved perfection not when there is nothing more to add, but when there is nothing more to take away.” For the consumer, this style is clear, simple and allows them to quickly understand the message that the brand wants to convey.

Naturally, we cannot forget about 3D objects. The trend towards achieving reality in the unreal began in past years and continues to gain momentum to this day. The use of three-dimensional elements in all visual spheres gives the advertising campaign depth and volume, forcing the consumer to think and rethink. Such objects create a futuristic atmosphere of the future and encourage reflection. The use of such models excites the consumer. Indeed, three-dimensional objects are incomprehensible at first glance, however, this style continues to keep pace with our world and society.

Modern solutions

Design inspired by elements of art is called Art design. It represents the modern trends of the post-industrial visual direction, in which the combination of traditional artistic creativity and architectural creativity is characteristic. This design is inspired by elements of world art, abstract shapes, and painterly brush strokes. Today, the mention of art, wherever it is, evokes very powerful feelings in our consciousness. They also provide a powerful understanding of space, elegance, and maturity. My personal scientific research has demonstrated the direct influence of works of art on consumer evaluations of goods, even if the final product does not belong to the field of art or any other aesthetic spheres. The constant everyday desire of consumers for something better, associated with real objects of greatness, leads to more favorable evaluations of products. Aesthetic pleasure itself often does not depend on its content, which is why for centuries the unchanging effect of art has been the main unique advertising tool. A visual focus on the perfect, mixed with emerging trends and special modern approaches, can become the main promotion method used in the coming years.

Conclusion

Historical images of fine art and architecture served as the main driving force of public interest and wonder. It was visual solutions from art that flowed from times that seemed so ancient, but so close in spirit. All modern spheres have related to art in one way or another, and its importance is absolute. However, it is always important to find a balance between modern visual solutions and what has already proven itself. A smooth transition of various techniques must be integrated into advertising promotion, considering the brand's goals and the specific needs of the target audience. To achieve a unique visual solution, one should consciously approach the choice not only from the front, but also from the moral. This will allow people to effectively use all targeted promotion functionality. We must remember that our positioning as a brand depends on many factors. Thoughtfully thinking about your promotion strategy can be a consistent success, but at the same time it can be a complete failure. Design surrounds us all the time; it is present in all areas of human life. Trends appear and become obsolete, replaced by new ones that make the world move again. Such a great influence of design on our lives does not depend on our desire - we are forced to nourish the fruits of design evolution. It is really difficult to give a concrete answer on whether this phenomenon is good or bad, but we must take into account and stick to the opinion of the majority in this case.

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PR-TECHNOLOGIES OF CORPORATE IMAGE CREATION: EXAMPLES OF IMPLEMENTATION

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Abstract: *This article considers the important role of PR-technologies in forming the corporate image of a company and creating a positive perception among the target audience. The definitions of an image and a corporate image, their key principles, methods of using PR-technologies to maintain the image of a company are described. Examples of successful implementation of these methods in the practice of various companies are given. The main goals of creating a corporate image are considered, such as increasing brand recognition, establishing trusting relationships with customers, attracting new customers and employees, increasing profits and improving competitiveness. The examples of a successful corporate image building strategy are Tinkoff Bank and MTS, which use various PR-technologies such as press releases, articles in mass media, news occasions and press conferences and many others to strengthen their image in the market.*

Key words: *PR-technologies, corporate image, Tinkoff Bank, MTS*

1. Introduction

PR-technologies play an important role in the formation of the corporate image of a company, helping it to create a positive perception among its target audience. In this article we will consider definitions of a corporate image, basic principles, and methods of using PR-technologies to create and maintain corporate image, as well as give examples of successful implementation of these methods in the practice of various companies.

2. Methodology and Data

First of all it is a must to take a glance at the definitions of an image and a corporate image. An image is a picture, impression or perception of a person, company, product or brand that is formed in the minds of others. An image can include aspects such as appearance, style, behavior, values, quality of products or services, reputation and public perception [1]. Creating and maintaining a positive image is an important task for companies and organizations, as it helps to attract customers, strengthen partnerships and increase competitiveness in the market. A Corporate image is a stable public perception of the characteristics of an organization, due to mass communication and emotional impact, which makes it unique or outstanding among other similar organizations [2].

The main goals of creating a corporate image are:

- 1) Increase brand awareness
- 2) Build customer loyalty
- 3) Attract new clients and employees
- 4) Increase profits
- 5) Enhance Competitiveness

All these factors are key in the creation of a corporate image. Let us consider the means of PR for the formation of a corporate image [3].

- 1) Press releases - information messages to the media
- 2) Media articles
- 3) News stories
- 4) Rumors
- 5) Advertisement
- 6) Press conferences, presentations, charity events, welcome and greeting days.

3. Results and Discussion

Next, we must distinguish the examples of this system implementation. Tinkoff Bank is one of the most successful and innovative banks in Russia, and its corporate image has been built using various PR technologies. Here are a few ways in which Tinkoff uses the above tools to build its corporate image:

1) Press releases and articles in the media. Tinkoff Bank has a separate news tab on its official website, and it is published on a regular basis. The latest news and press releases from Tinkoff Bank are also published on the financial marketplace of banking, financial, insurance and innovative products Vyberuru which gives customers clarity and awareness of changes. Sharing regular news improves the perception of the brand and its leadership among other competitors.

2) News occasions. Tinkoff Bank has frequent innovations, so they have newsworthy events often, which can already be highlighted in the first

paragraph, as relevant news are released on a regular basis. For example: Tinkoff Bank increased the rate on "SmartVklad"; Tinkoff created a service for bonus programs; they launched a bot that will help to pick up Casco. There are also recommendations on large-scale negative situations in the bank: Tinkoff got into the sanctions lists of the United States and Canada. For regular customers it means that the Tinkoff application is not available in the App Store and Google Play but the question on how to use the bank now properly arises. The bank monitors what customers care about and answers frequently asked questions and informs consumers about news that affects their comfort with the bank.

3) Press conferences. Tinkoff Bank conducts Meetups, so-called training for employees of companies across Russia free of charge, which increases loyalty and trust in the brand. Tinkoff also holds annual conferences on large-scale topics, such as: "Tinkoff eCommerce 2023: Tinkoff will hold the second annual conference about online commerce with key industry players".

4) Tinkoff Bank uses advertising everywhere: on television, in newspapers and social networks and different paper media. Most often these are commercials about new products and services of the bank, but there are also image commercials, for example Tinkoff collaborated with Park production and Anybodyhome to create an image video covering all the main products of the ecosystem. The video was a logical continuation of a story in which a bank representative delivered a card to Kamchatka across Russia.

5) We will talk separately about charity, as there are more than 700 funds in the Tinkoff application. A client can send money in favor of children, animals, the poor, people with disabilities, seriously ill, and environmental protection. There are several services for charity - these are either one-time or regular transfers to funds and Cashback for Good. Using them people can help regularly or one-time, one fund or several at once. The application has all the information about each fund, all the details and what the money is used for. Also, much attention is paid to the service "Cashback for Good". This is a service of Tinkoff, with which the cashback accrued for purchases on Tinkoff Black can be transferred to charitable foundations. They will automatically transfer the cashback to the fund a person chooses and he or she will receive a notification.

The next example, MTS Company, is one of the largest mobile operators in Russia and CIS countries. Founded in 1993, MTS provides a wide range of services, including mobile and land-line communications, internet, television and digital services. Let's move on to analyzing its PR tools:

1) Press releases are also used by MTS. Their official website has a separate tab with news and press releases which are categorized by year, month and who it will be useful for, which is easy to use for customers, potential customers and media. There are also publications about their reporting for a specific period of time and about various studies, for example: "MTS 9M 2023

report: profit growth of 41% from a low base", "MTS RED unveils study on cyberattacks in the second half of 2023".

2) Newsworthy events. More recently, there was a scandalous situation with Anastasia Ivleeva, which led to her exclusion from the ambassadors after the party "Almost Naked" (almost naked), which took place on December 20th in the Moscow club "Mutabor" [4]. MTS has recently held a promotional campaign dedicated to its 30th anniversary, which included an opportunity to meet popular brand ambassadors - Anastasia Ivleeva and Dmitry Nagiyev. However, now only Dmitry Nagiyev is participating in the promotion.

3) MTS launches advertising campaigns with Dmitry Nagiyev, he is the brand's ambassador. Also, before the recent scandal with Anastasia Ivleeva, she also starred in commercials, most often they were presented as a couple and played out small stories. In addition, the advertising revenue has increased by 20% (as of 2022), which indicates the success of the advertising campaigns.

4) MTS Ecosystem launched the "Nas Touched" online social platform to help support systemic charity programs run by the non-profit organizations in Russia. Participants of the "We Care" platform have the opportunity to donate to selected projects using various methods, including traditional money transfers and the MTS Cashback loyalty program. When paying for goods and services at partners of the cashback program, customers of any telecom operator can get back up to 50% of the cost of goods in the form of cashback. This cashback can be used both for further purchases and to support selected projects.

4. Conclusions

In conclusion, PR technologies play an important role in building a company's corporate image. They include the use of press releases, media articles, infopromotions, rumors, advertising, press conferences and charity events. Examples of successful implementation of these technologies by Tinkoff Bank and MTS demonstrate their effectiveness in building a positive corporate image.

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PROMOTION OF FASHION INDUSTRY BRANDS THROUGH INNOVATIVE DIGITAL MARKETING TECHNOLOGIES USING THE EXAMPLE OF THE 12 STOREEZ

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Abstract: *This article examines the use of innovative digital marketing technologies in the fashion industry using the example of the 12 Storeez brand. The paper analyzes the main innovations that help a brand effectively promote its products and attract a target audience, as well as examples of personalized content, interactive content, e-marketing and the use of data to optimize marketing campaigns. The study of specific methods of the 12 Storeez will help to understand how innovative approaches to digital marketing contribute to strengthening the brand's position in the fashion industry and attracting new customers.*

Keywords: *Digital promotion, digital technologies, fashion brands, innovations, digital marketing.*

1. Introduction.

In the modern world, competition in the fashion industry market is constantly growing. Innovative digital marketing technologies also do not stand still, they are becoming more developed and advanced. One of the most striking examples of the successful implementation of innovations in the field of digital promotion is the 12 Storeez brand. Using non-standard methods and strategies, it demonstrates the effective use of these tools to attract an audience, increase sales and improve customer interaction. Studying this topic allows not only to delve into current trends and approaches to marketing in the field of fashion, but also to identify opportunities and development prospects for other brands from other fields. A large number of articles have been written on the topic of innovative digital marketing technologies, including on such sites as Sostav, Adindex, VC.ru. The uniqueness of this study lies in considering the options for applying digital marketing innovations in the fashion field using the example of 12 Storeez brand, as well as their impact on brand promotion.

2. Results and discussion.

Speaking about the concept of digital marketing, the following definition can be given: digital marketing is a way for businesses to maintain

interaction with their customers using their personal devices [1]. Otherwise, digital marketing can be called all marketing based on the use of digital technologies [2]. Among the goals of digital marketing, one can distinguish:

- Attracting the attention of the audience.
- Increase brand awareness.
- Increased sales.
- Improve customer interaction.
- Analysis of the results [3].

Speaking of what digital marketing includes, it is worth mentioning the following:

- The Internet and all devices that have access to it.
- Digital TV integrated from the application to the TV screen.
- Local area networks.
- Digital media.

So, having got an idea of what digital marketing is, then we should deal with innovative digital promotion technologies. Innovation is the process of creating and implementing new ideas, products, services or processes that bring new value to people and society as a whole. Innovations arise in various fields of activity, such as business, medicine, education, culture, science and others. Speaking about digital marketing innovations, today it is important to highlight artificial intelligence and machine learning, content personalization and gamification [4]. A good example that actively uses all these three innovations in its own promotion is the 12 Storeez brand. 12 Storeez is a Russian company engaged in the production of clothing and accessories and pays great attention to the quality of manufactured goods, as well as the comfort of consumers. It was founded with the idea of offering women stylish and functional clothes that can be easily combined with each other and allows everyone to create a variety of fashionable images [5]. Returning to brand promotion, we can identify three technologies that are actively used by the company to achieve success:

1. Gamification. Loyalty Programs and bonus systems: 12 Storeez creates unique loyalty programs through which customers can earn bonus points or receive discounts for certain actions, such as shopping, leaving reviews, and participating in surveys. Active contests and prize draws: the brand creates such activities, encouraging consumers to interact with the company. For example, it can be a photo contest, the participants of which must take a selfie in the brand's clothes. Special events and promotions: They may include quests or special offers for buyers. This creates a warm atmosphere in the interaction between the brand and the client.

2. Personalization. Personalized recommendations: The brand team analyzes customer purchase data and preferences, and offers them recommendations about products that may be of interest to customers. Thanks to this, anyone finds the most suitable things for themselves and creates ideal

images. Personalized promotions and special offers: the company creates them based on the preferences and activities of customers, among them people can select individual discounts, bonuses or gifts specially adapted to an individual. Individual approach to service: 12 Storeez strives to help each customer individually, so it takes into account their needs and wishes. This aspect includes style advice, help with product selection, and quick answers to questions via online social media chats.

3. The use of artificial intelligence. 12 Storeez has become the third Russian company cooperating with Centric Software, the world's leading provider of software for product lifecycle management (PLM) and digital development for companies in the field of fashion, retail, footwear, luxury goods, confection industry, household appliances, automotive and other industries [6]. The brand decided to implement this product lifecycle management system to simplify access to information and communication processes throughout the company.

3. Conclusion.

At the moment, in a rapidly changing digital world, the use of innovative digital marketing technologies in promoting fashion industry brands is becoming increasingly important. An integral part of this process are extraordinary approaches to the development of marketing strategies that can significantly increase the effectiveness of advertising campaigns and improve brand interaction with the target audience. The 12 Stories brand is a prime example of the successful implementation of digital marketing innovations in its activities. Based on its experience of integrating modern technologies, it can definitely be noted that the brand can effectively adapt to the rapidly changing requirements and expectations of modern consumers.

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FEATURES OF THE IMPLEMENTATION OF EVENT COMMUNICATIONS IN THE FESTIVAL SPHERE

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Abstract: *The article examines the importance of event communications in the modern world and their role in transmitting information about events in various spheres of life. The definition of event communications and methods of successful organization of festivals are given, as well as an example of their successful implementation on the example of the national hospitality festival «Friendship of Peoples». The study emphasizes that effective preparation and organization of all stages of the event are necessary to achieve the goals of the organizers and the successful holding of the festival.*

Key words: *event communications, event, special event, festival, target audience, festival sphere.*

Introduction

Event communications play an important role in the modern world, as they effectively and purposefully transmit information about events taking place in various areas of life. In highly competitive conditions, events have become a powerful tool for attracting attention, building an image and strengthening ties with the audience. Event communications, in turn, are a powerful tool that allows not only to attract the attention of the target audience, but also to create a unique atmosphere that contributes to the formation of the market attractiveness of an organization or project. They allow organizations and brands to establish contact with the target audience through the organization and holding of various events such as press conferences, exhibitions, conferences, sports matches, festivals, etc. Events have become a platform for communication and interaction with stakeholders, as well as for the dissemination of information about the company, its products or services.

The term "event communications"

There are various definitions of the term "event communications". The following definition is given in the scientific works of specialists: "Event communication is a kind of socio-cultural communication, where a symbolically structured action is the main way and form of interaction. As a rule, they pursue geopolitical, economic, social and cultural goals; they are evolving in a variety of directions – the organization of events within the framework of branding of countries and territories, trademarks, cultural objects, persons; the organization of congress and exhibition activities, corporate events, public events" [1]. The organization of event communications consists of 5 main stages: research, development, planning, implementation and coordination and analysis of results [2].

The implementation of event communications in the festival sphere

Experts identify various areas of event communications and festivals are one of the most popular formats in the field of culture. For their successful implementation, the following factors must be taken into account:

1. Target audience – determining who the target audience is and what interests it has. This will help one to choose the theme of the festival and create a program.
2. Develop a unique concept and program that will attract attention and be different from other events. The program may include sports competitions, master classes, tastings, etc.
3. Attracting sponsors and partners who will be able to financially support the festival and expand the audience.
4. Development of a strategy for promoting the festival using various communication channels such as social networks, radio, outdoor advertising, mass media, etc.
5. Ensuring the safety of participants and visitors of the festival – organization of medical care, control of passage to the territory.
6. After the festival, a report should be compiled and conclusions drawn about what needs to be improved [3].

As an example of the successful implementation of the festival according to the above criteria, the festival of national hospitality "Friendship of Peoples", organized by VDNH in 2023, can be cited.

The target audience included regular visitors of VDNH; people interested in the culture of various nations; tourists staying in Moscow and families with children. The concept of the festival is a celebration designed to involve the city in the atmosphere of good neighborliness and national unification. A unique cultural program was developed for the festival, which included various types of activities (football tournaments, chess) and cultural events (performances, lectures, master classes, concerts). In addition, a

corporate identity and logo were developed (a round dance of people with different folk ornaments), which supports the uniqueness and concept of the festival.

To finance and promote the festival, the main organizer of VDNH attracted sponsors: the Government of Moscow and the Union of Armenians of Russia, which provided financial and informational support to the festival; as well as partners (the State Theater of Nations, the Moscow Tea Exhibition and the Moscow Longevity Project, etc.), who presented their program at the festival.

In order to reach the target audience, a specific communication channel was selected for each group. The analysis of the media space made it possible to identify the following communication channels: coverage through the media and websites of official state structures of Russia, the use of outdoor advertising, the creation of a separate thematic landing based on vdnh.ru, publication on cultural-themed websites, digital support on social networks and coverage through VDNH's internal radio.

The effectiveness of the festival is confirmed by its growth and audience coverage. The current concept, the variety of communication channels and the increase in the number of participants testify to its success.

Conclusion

Thus, event communications in the festival sphere are an important tool for achieving the goals of the organizers. Successful implementation of event communications requires careful preparation and organization of all stages of the event.

The study confirmed the effectiveness of event communications in PR projects, especially on the example of the Friendship of Peoples festival. Events allow us to convey values, enhance the image and create a strong emotional connection with the audience. The Friendship of Peoples Festival demonstrates the successful application of event communications: targeting the target audience, scale, attracting famous personalities and creating positive emotions. Thanks to this, the festival has popularized the culture of Russia and the CIS, promotes intercultural dialogue and maintains the image of Moscow as a multinational city.

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INFLUENCE OF EMOTIONAL MARKETING: THE CASE OF THE ROCK BAND NEVERLOVE

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Abstract: *This article explores the concept of emotional marketing and its application in the music industry, exemplified by the Russian rock band Neverlove. The focus is on analyzing the strategies employed by the band to forge an emotional connection with the audience through various platforms, including social media and the Telegram channel. The impact of emotional engagement on strengthening ties with fans, increasing concert attendance, and merchandise sales growth is examined. The article underscores the importance of a deep understanding of emotions and their utilization in marketing strategies within the contemporary cultural and artistic domains.*

Keywords: *Emotional marketing, music industry, rock band Neverlove, social media, Telegram channel, audience, merchandising, music marketing, fan engagement.*

Emotional marketing is a strategy aimed at forging a strong emotional connection between a brand and its audience [1, p. 256]. This approach focuses on eliciting specific feelings or emotions in consumers, which in turn can drive their decision-making towards purchasing or fostering brand loyalty. The primary goal of emotional marketing is not merely to inform the consumer about a product but to evoke an emotional response that could be linked to feelings of happiness, nostalgia, satisfaction, trust, or other potent emotions. Research indicates that emotional engagement plays a crucial role in a person's decision-making process. Emotions can significantly affect how a brand and its products are perceived, as well as consumer behavior. Companies that employ emotional marketing strive to create advertising campaigns and marketing messages that resonate with the personal feelings and experiences of their target audience, thereby strengthening the bond between the consumer and the brand [5, p. 298].

Analyzing the case of the rock band NEVERLOVE, we can see how emotional marketing is implemented in the music industry. NEVERLOVE, actively using platforms such as Telegram, TikTok, and YouTube, not only shares musical content but also creates an aura around its artistry that evokes specific emotions in listeners [2, p. 54]. This is particularly evident in their visual and musical style, which blends elements of glam rock, metal, and satirical lyrics, evoking feelings of humor, nostalgia, and sometimes contemplation of

deep life questions [3, p. 115]. The band's Telegram channel, dubbed "NEVERLOVE UNLUVD," serves as an effective platform for strengthening audience engagement. Through this channel, the band actively shares diverse content, including voice and video messages, shared photos, and video clips from concerts, enabling more intimate and personal interaction with fans. Active communication between band members and subscribers in the comments, as well as posting plans for future performances, enhances the sense of community and belonging among fans. This openness and accessibility create a deep emotional connection, as subscribers are not just observing the group's life from afar but feel directly involved in its creative process and everyday life [4, p. 340]. The success of this strategy is evidenced by subscriber feedback and active participation, making each subscriber part of a large and friendly community—a significant and valuable achievement within the framework of emotional marketing.

The emotional impact also yields results. An analysis of sales metrics for concert tickets and merchandise for the band showed that following the launch and active management of the Telegram channel, there was a noticeable increase in ticket sales for their next concert. A similar effect was observed in merchandise sales: the release of a limited series of T-shirts designed based on ideas from the group members led to their rapid sale.

Understanding how emotions influence decision-making has critical implications for the effectiveness of emotional marketing. Psychological research shows that emotional stimuli can significantly accelerate the decision-making process of a buyer, bypassing slower rational evaluations and directly influencing the subconscious. In the context of music, emotions play an even more prominent role, as music itself is a powerful emotional trigger [6, p. 27]. The group Neverlove, by leveraging musical compositions and visual content, creates multi-level emotional impressions that can elicit deep sensory reactions in listeners, enhancing their attachment to the brand and stimulating their desire to support the artist by purchasing concert tickets or merchandise.

In summarizing the practice of "NEVERLOVE", it becomes clear that emotional marketing in the music industry enhances the connection between the artist and their audience, and plays a key role in forming loyalty and engagement among fans. This demonstrates how a deep understanding of emotions and their influence on consumer behavior can be used to create successful marketing strategies across various fields, including arts and culture.

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PECULIARITIES OF COMMUNICATION BETWEEN RUSSIA AND INDIA UNDER THE CONDITIONS OF THE SANCTIONS REGIME

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Abstract: *After the events of 2022 and the start of the Special Military Operation, many Western brands have left Russia. In addition, due to the sanctions imposed by the European Union and several other countries, Russia is seeking new opportunities and markets. One of the most promising and interesting markets for cooperation is the Indian market.*

It is essential to thoroughly research the Indian market in order to understand how Russian products and brands may be relevant to the Indian audience. This requires a detailed analysis of all aspects of the Indian market, including its raw materials market, industrial equipment market, innovative goods market, and others.

This article provides a list of criteria that should be considered when researching the Indian market for successful engagement. By considering these parameters, businesses can gain a better understanding of the potential for their products in the Indian market and develop strategies to effectively communicate with Indian consumers.

Key words: *sanctions; brand; market; Russia; India; cooperation.*

Introduction

Since the beginning of February 24, 2022, the Russian Federation has faced unprecedented sanctions and pressure from the Western countries. By the end of 2023, a total of 16,033 sanctions were imposed on Russia, affecting individuals and legal entities. These sanctions have impacted the financial sector, stock market, exports and imports, international reserves, and have led to the departure of numerous global companies from the country. Industries directly affected by the sanctions include pharmaceuticals, automotive, aircraft manufacturing, rail locomotive production, gadget and electronics manufacturing, chemical and products production, paper manufacturing, rubber and plastics production, and electrical equipment production.

India is the largest country in South Asia with a population of 1,410 million people, ranking 3rd in terms of GDP. The huge Indian market cannot be perceived as a single whole: the administrative division into 28 states and 8 union territories deepens the differences between these territories in ethnic, cultural, linguistic, religious, infrastructural, climatic, economic and legal aspects. This partly explains the impossibility of the concept of a single advertisement for the whole of India, where the regional agenda is more important than the federal one. Advertising in India is not feasible without careful study and consideration of numerous cultural, religious, and linguistic characteristics; it requires a flexible approach and adaptation to various regional peculiarities of the country.

Introducing a brand or product to the Indian market [2] does not seem to be an easy task, given the diversity of cultural differences in different regions. Brand elements such as slogans or musical accompaniment can contribute to successful cross-border advertising. These elements contribute to the consolidation of specific advertising images in the consumer consciousness and ensure its commonality in different regional markets. Successful cross-border advertising communications through the consolidation of brand elements in the consumer's mind require time and effort, this process can take years before the brand element becomes recognizable. Therefore, well-recognized brand elements are the result of his long-term painstaking work.

Consumer behavioral patterns in India play a crucial role in shaping market promotion strategies. Understanding factors such as cultural diversity, economic differences, and regional preferences are key to effective targeting [3]. Advertisers often adapt their campaigns to suit specific cultural nuances, language preferences, and purchasing behavior in order to connect with diverse segments of consumers across the country. In addition, given the growing digital penetration, mobile approaches and localized content can enhance the relevance and impact of advertising campaigns in India. Factors that should be taken into account in this case:

1. Cultural sensitivity: Understanding and respecting India's diverse culture. Tailor campaigns to match local characteristics and traditions.
2. Language localization: Using multiple languages to reach a wider audience. English, Hindi, and regional languages are essential for effective communication.
3. A family-centric approach: Recognizing the importance of family in Indian culture. Focus on goods and services that promote family well-being.
4. Pricing sensitivity: Indian consumers are often price-conscious. Highlight availability, discounts, and value for money in advertising.
5. Digital presence: Leverage the growing digital population by utilizing online platforms for targeted advertising, particularly on social media.
6. Celebrity endorsements: Indians have a positive response to celebrity involvement in advertising. Collaborate with popular figures to enhance brand credibility.
7. Marketing During Holidays: The numerous holidays celebrated in India provide a great opportunity to run PR campaigns. Align campaigns with major holidays for maximum impact.
8. Emotional Appeal: Create content that resonates emotionally. Indians often respond to advertisements that evoke feelings such as joy, nostalgia, or pride.
9. Social Responsibility: Demonstrate commitment to social causes. Indians appreciate brands that contribute positively to society.
10. Mobile Strategy Comes First: Given the widespread use of mobile devices, optimize campaigns for mobile platforms. Ensure a seamless user experience on mobile devices.

Conclusion

Entering the Indian market requires a clear understanding of the target audience and the right choice of language for the brand's communication. Apart from linguistic and economic differences, there are also significant demographic differences between the states of India. South India has an older and more skilled population, while North India is relatively younger and poorer. North Indians prefer Hindi, while southerners prefer English or their local language.

India has a system of federalism, where states compete with each other to attract foreign investors. This emphasizes the importance of regional values and priorities. Brand adaptation in India is not a mechanical process, but rather requires an understanding of regional differences and cultural nuances. In the Indian context, adapting a brand means creating it anew, considering a wide range of factors and variables that directly or indirectly influence the

communication methods, language, image, slogan, colors and music chosen to create a consistent impression and perception of the advertising message.

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APPLICATION OF CREATIVE THINKING METHODS IN PROMOTING GOODS AND SERVICES

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Abstract: *This article reveals the essence of the concept of creative thinking, and also discusses the use of creative thinking methods for developing and promoting products. The purpose of the work is to analyze the practical use of methods and techniques of creative thinking in developing ideas for promoting various company products. Objectives of this work are: to define the concept of creative thinking; consider types of its methods; review examples of the use of creative thinking methods in product promotion and study their features in drawing conclusions. The methodological basis for the study of topic is: analysis; classification; study of literature; content analysis and the induction method. The results of work include the most interesting and exciting examples of the application of creative thinking methods that companies can use in their own product promotion campaigns. In conclusion, there is a table with correlation between creative methods and benefits of use.*

Key words: *marketing, promotion, creative thinking*

1. Introduction

In the context of developing competition between companies for the attention of customers, a search for the most effective ways to interact with them is very important, including the promotion period of the company's products. A relevant way to develop a new, related idea is creative activity: creative thinking methods help specialists in marketing communications create advertising, PR campaigns, packaging, etc., that are attractive to consumers. In addition, the use

of such methods allows us to find non-standard solutions, as well as develop an innovative marketing strategy. Thus, the topic of studying application of creative thinking methods in promoting goods and services is quite relevant.

The problem of using creative methods in marketing communications has been sufficiently studied. This is evidenced by many articles and books, for example: Richard Florida's work "The Rise of the Creative Class", which describes how novelty of ideas advance all areas of society, including business. It is also confirmed by publications on this topic: the article "Creativity in Brand Promotion" by L.M. Dmitrieva [1], "Modern creativity in marketing: new approaches and trends" by A.S. Duryagin [2]. But the topic of the practical application of creative techniques specifically in product promotion has not been fully studied, which is quite an interesting problem for further research.

2. Creative thinking and its methods

The effective generation of unusual ideas, of course, is facilitated by a person's creative thinking: when they come up with, reflect and can further formulate their thoughts as an image, including the future product, its positioning, promotion method, etc. It is a must to clarify the definition of this concept.

Creative thinking is the process of bringing something new to life, creating original, innovative ideas and various solutions. This activity is associated with a person's ability to think outside the box [3].

In 2004, the online business magazine "Secret of the Firm" conducted a large-scale study on what methods of creative thinking are the most popular among marketing agencies in various areas of activity (Saatchi & Saatchi, BBDO, Instinct, etc.). The data obtained have still not lost their relevance, because the application of such creative techniques can be used in modern promotion campaigns. Let us describe some of these creative techniques.

There are: *observation* of the behavior of the target audience or the production of the company's product; *a mobile focus group*, which is a survey of random people belonging to the company's target audience, who are interviewed impromptu. Further, other methods are: *a brand manifesto*, a video from fragments of films, programs or a collage of photographs, which form the main emotional and psychological content of the product for marketers; *brainstorming*, which involves the collective generation of a large number of ideas; *ping-pong* technique, which involves pairs discussing an issue and developing each other's ideas.

There is also a type of creativity - template techniques, which are techniques such as: *extreme consequences* of using a product or service, when the life of its buyer has changed dramatically; *lack of brand*, which implies demonstrating a person who does not have a product; *excessive lust*, when a

character in a promotion campaign is ready to do anything to get what he wants – a product or service from the company [4].

In addition, the practice of using the “*disruption*” method is widespread. At the first stage of its use, there is a search for a stereotype - any patterned behavior of people, their obvious, stable opinions. In accordance with this method, stereotyped thinking may lie in the company’s vision of its role, the audience’s attitude towards the product, also in the fact that the product, brand or advertising itself has become “*clichéd*”. A “*break*” then occurs, i.e. destruction of the stereotype: a fundamental change in the minds of consumers of a previously existing association with a certain product or company. At the final stage, a new vision of the product appears: the client changes his perception of the product, attitude towards the brand, so the consumer begins to understand a new philosophy of the company [5].

3. Examples of using creative thinking methods in product promotion

Alexander Krivenko, as the head of the creative team at the advertising agency Lowe Adventa in the 1990s, used the observation method to create Coca-Cola advertising aimed at a teenage audience. To understand exactly what young people want, Alexander and his colleagues immersed themselves in their environment: read youth magazines, visited skate areas and clubs. For example, in the 2000s, there was a TV commercial with a group of cheerful teenagers who decided to relax by the river, taking with them a box of Coca-Cola soda [6].

In the BBDO creative group, Anastasia Vuchetich, thanks to the creative technique of demonstrating extreme consequences, developed advertising communications for the cellular operator Megafon. The “My People” service provided the user with the opportunity to select the numbers of those people with whom conversations were the most frequent and longest - the cheapest tariff was valid for them. The advertising campaign demonstrated the consequences of using such proposition: three friends who met in a cafe are silent, because they have nothing to tell – each has already shared the news by phone [4].

Tab. 1 Recommendations for using creative thinking methods

Creative thinking methods	Brief description of a group of methods	Goals / advantages of application
Observation, interview, change of perspective, mobile focus group	Analysis of behavior, opinions, insights of the target audience	Positioning the brand as close to the audience
Loading associations, product “substitution”	Projecting attributes of another item onto product	Product display in an unexpected new environment

Brand manifesto, brainstorming, ping pong, delirium	Generating a large number of even absurd ideas	Deep understanding of product positioning; spare additional ideas
Absurd alternative, extreme consequences, lack of brand, excessive lust	Demonstration of the change in life of an advertising character with or without the promoting product	Creating a “different reality” in communication that is interesting to watch
“Disruption”	Destroying stereotypes about a brand or its product	Non-standard and unusual attraction of audience attention

Source: Kotin M. (2004): Shadow of the birth of ideas. "Secret of the Firm", Vol. 19(58), pp. 52-56 and the results of own research

The “Disruption” technique, or destruction, has become an integral creative tool and even a “way of thinking” of the international advertising agency TBWA. The applied transformations of stereotypes help to go beyond stable ideas about the product and create a new vision of it. For example, during the launch of the Nissan Ariya electric car, the agency took advantage of the popularity of lo-fi music videos on YouTube by creating a four-hour commercial with a girl serenely driving an electric Nissan crossover. Worries about how long an electric car will hold a charge have been put to rest by the replacement for a quiet ride without worrying about the battery. Thus, the agency destroyed the stereotype that a powerful car should be shown in commercials in dynamic motion, associated with activity and speed, because it would be a more original way to do it the way TBWA did. It is worth mentioning that the effectiveness of such advertising, destroying stereotypes, was quite high. In particular, the video received 17 million views; an increase in awareness was achieved by 7.6 points, the number of search queries for “Nissan Ariya” increased by 1082%. [7].

4. Results and recommendations

So, based on the above examples of using various methods of creative thinking in promoting goods and services, we can draw appropriate conclusions and formulate recommendations for their practical use in marketing communications in the form of a table below (tab. 1).

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TRENDS AND CHANGES IN THE FIELD OF INFLUENCER MARKETING DURING PERIODS OF SOCIO-ECONOMIC AND POLITICAL CHANGES IN THE CONTEXT OF LUXURY BRANDS

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Abstract: *The article examines changes and new trends in influencer marketing during periods of socio-economic and political changes using luxury brands as an example. The article shows that the emerging conditions in the Russian market have not only changed consumer behavior but also the rules and channels through which luxury brands interact with clients. Collaboration between premium brands and media personalities continues despite everything. However, there are clear trends in influencer marketing that are impacting communication with bloggers and consumers.*

Key words: *influencer marketing, luxury brands, pandemic, Special Military Operation, pandemic, influencer, social media.*

Introduction

In the dynamic landscape of today's world, where socio-economic and political shifts are becoming an integral part of our reality, influencer marketing is inevitably impacted by these transformations. Since 2020, two significant events have reshaped the influencer marketing industry and the broader digital

landscape in Russia: the global pandemic and the commencement of the Special Military Operation (SMO). Amidst the ever-changing social, economic, and political landscape, influencer marketing not only adapts to new realities but also actively shapes trends that define the direction of communication between luxury brands and their audiences.

Pandemic: A Catalyst for Personal and Authentic Content

The pandemic triggered a global lockdown and self-isolation, prompting luxury brands to recalibrate their marketing communication strategies in three key directions.

Firstly, in the initial phase of the pandemic, luxury brands paused their marketing campaigns. However, as the lockdown extended, brands recognized the opportunity to leverage the power of influencers to connect with audiences in a more personal and relatable way. This shift towards influencer-generated content has left an enduring impact on luxury brand communication. A notable example of this trend is Camilla Coelho's "At Home with Dior" collaboration. The beauty influencer shared videos and photos demonstrating Dior products seamlessly integrated into her daily life during self-isolation.

Secondly, in the aftermath of the global pandemic, luxury brands have increasingly recognized the significance of fostering and nurturing a strong brand community. This extends beyond mere product promotion, transforming into a vibrant platform where brand connoisseurs can connect, share experiences, engage in meaningful discussions, and participate in exclusive events and activities curated by the brand.

Finally, luxury brands have increasingly adopted an empathetic approach to communication, acknowledging the current context and paying close attention to consumer circumstances [1]. Instead, consumers seek empathy and genuine engagement from brands. For instance, during the pandemic, Gucci partnered with UNICEF and launched a campaign titled "We Are All in This Together". A portion of the proceeds from the sale of specific products was directed to support UNICEF's youth programs [2]. Similarly, Prada announced its production of medical masks and gowns for healthcare workers [3]. Influencers, in turn, eagerly embraced these initiatives on their social media platforms.

The Influence of Geopolitical Events

The commencement of the Special Military Operation (SMO) has also brought about several significant changes in the influencer marketing landscape in Russia. The departure of many luxury brands from Russia has had a significant impact on the influencer marketing landscape. These brands, which previously collaborated with Russian influencers, have officially closed their online and offline stores in the country and have terminated all advertising

contracts and agreements with local celebrities, including actors, singers, and bloggers. This has resulted in a loss of income for influencers and agencies, as well as a reduction in overall advertising budgets [4].

Despite the challenges posed by the current market landscape in Russia, the influencer marketing industry is witnessing several notable trends:

1. **The consistently growing interest in luxury products and premium brands.** Despite economic and political fluctuations, Russian consumers continue to exhibit a strong appetite for luxury products and premium brands. This unwavering interest stems from the perception of luxury goods as investments and status symbols [5]. Luxury brands recognize this enduring demand and maintain a presence in the Russian market. They continue to engage with influencers and celebrities, inviting them to exclusive fashion shows and product launches, leveraging their influence to promote their offerings [6].

2. **The consumer's pursuit of “affordable luxury”.** Amidst limitations on other luxury products, the “lipstick effect” emerges. This trend is evident in the sustained demand for luxury cosmetics and fragrances, even in challenging economic times [7]. Major cosmetics and perfume retailers continue to collaborate with beauty influencers, featuring products from renowned luxury brands. This focus on cosmetics stems from their relative affordability compared to accessories and apparel, which may be more heavily impacted by economic constraints.

3. **Increase in campaigns with domestic brands and concierge services.** Concierge services like CDEK Shopping and Avito Premium, providing access to new products from abroad and personal resellers' accounts are gaining popularity on social networks. As for Russian brands: some of them changed their positioning to the premium and luxury segments and some has relaunched with podium lines. For example, to visit the 12 Storeez store in Moscow in the summer of 2022, an appointment was required, as in the famous Hermes boutiques [8], and influencers and celebrities were the first to be given the opportunity to get there, and the Yekaterinburg clothing brand USHATÁVA held its first podium show [4] with the participation of influencers and stars.

4. **Multi-Platform Approach.** In early March 2022, Russia's communications regulator, Roskomnadzor, blocked access to Facebook* and Instagram*, and later, a Moscow court declared their owner, Meta*, an extremist organization. Shortly thereafter, TikTok suspended live streaming and new content creation for Russian users, while YouTube banned Russian bloggers from monetizing their content and later went on to disable monetization for all Russian channels and selectively remove them. To compensate for these losses,

bloggers began seeking alternatives and migrating to Russian platforms, primarily Telegram and VKontakte.

Conclusion

The luxury influencer marketing landscape in Russia is a dynamic and competitive arena, demanding constant refinement of brands' promotional strategies. Luxury consumers remain engaged in social media conversations, discussing brand collections and trending news. Consequently, luxury brands are adopting a conscious approach to communication, striving more than ever to become part of their audience, resonating with their target public, sharing their experiences, and embracing their interests. Empathetic approach is particularly crucial during periods of global crises and conflicts, when sanctions and restrictions can negatively impact not only the client brand but also influencers and, ultimately, the consumer public. While there's a noticeable shift away from promoting foreign brands that have left the Russian market, Russian bloggers continue to engage in supportive communication for Western luxury brands, as the appetite for luxury remains undiminished. Moreover, Russian brands have largely repositioned themselves, leading to increased influencer collaborations with emerging domestic luxury brands.

**Meta, the company behind Instagram and Facebook, is recognized as an extremist organization in Russia, and its activities are prohibited.*

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FEATURES OF THE PROMOTION OF RUSSIAN BALLET IN THE 21ST CENTURY

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Abstract: *The article is devoted to the analysis of strategies for promoting Russian ballet in the XXI century. The purpose of the study is to identify effective methods of promotion, considering the historical heritage and modern technological capabilities. The work uses data on the development of ballet art, as well as modern practices of promotion through digital channels and international projects. The methodology of this analysis is the theoretical basis on which the entire basis of the study is based. The results show that the integration of traditional and innovative approaches contributes to strengthening the position of Russian ballet on the world stage. The conclusions emphasize the need to adapt to the changing conditions of cultural interaction and the needs of the audience for the preservation and development of ballet art.*

Key words: *promotion of Russian ballet, digitalization, cultural heritage, innovative strategies, modern trends.*

1. Introduction

In the 21st century, when borders between countries are becoming more transparent and technologies are developing at an incredible speed, the spread of cultural values and art, in particular ballet, is acquiring new forms and methods. This article is devoted to the analysis of the features of the promotion

of Russian ballet in the modern world, identifying new trends and opportunities that open to this unique art form in the era of globalization and digitalization.

The purpose of this research is to study various aspects of the promotion of Russian ballet, starting from the historical context and ending with modern methods of marketing and communication with the audience. The tasks include monitoring the historical evolution of Russian ballet, determining its place and role in the modern world, as well as evaluating the effectiveness of existing and potential ways of promotion.

The importance of this issue is due not only to the cultural value of Russian ballet, but also to the need to preserve and develop this art for future generations. The promotion of ballet in the 21st century requires an innovative approach and a deep understanding of both traditional and modern communication channels, which the author will talk about in this article.

2. Methodology and Data

Russian ballet's rich history began in the late 17th century under Tsar Alexei Mikhailovich, with the first performance at his court. Peter I solidified its foundation by establishing the prestigious Vaganova Ballet Academy (formerly the Imperial Ballet School) in 1738. The early 20th century saw a global explosion of Russian ballet's popularity thanks to Sergei Diaghilev's groundbreaking "Russian Seasons". This era not only captivated Western audiences but also significantly impacted the trajectory of world art. Legendary dancers like Vaclav Nijinsky and Maya Plisetskaya graced Russian stages, leaving behind a legacy of iconic performances. [1]

The late 19th and early 20th centuries marked the zenith of Russian ballet. This era witnessed the rise of legendary dancers like Anna Pavlova and Matilda Kshesinskaya, who graced the stage with masterpieces by Marius Petipa, including "Swan Lake" and "The Nutcracker". Sergei Diaghilev's visionary "Russian Seasons" tours further solidified ballet's international prominence. Featuring collaborations with choreographic talents like Mikhail Fokin and Vaclav Nijinsky, composers like Igor Stravinsky, and artists like Léon Bakst, these tours presented groundbreaking works such as "The Firebird" and "The Dying Swan". By incorporating elements of modernity, folk dance, and innovative music, these productions revolutionized ballet, ushering in a new era of artistic expression. [1,2]

Following the 1917 revolution, Soviet ballet underwent a fascinating transformation. New works like "Red Poppy" incorporated socialist themes while still drawing on classical technique. This ideological shift reflected the desire to mold ballet into an art form that celebrated the ideals of the new era. It wasn't just the themes that changed; the artistry of legendary dancers like Ulanova and Plisetskaya pushed the boundaries of ballet, leaving a lasting impression on both Soviet and international dance. [1]

Modern Russian ballet continues to be one of the most important cultural symbols of Russia. Theaters such as the Bolshoi Theater of Russia in Moscow and the Mariinsky Theater in St. Petersburg not only preserve the glorious traditions of Russian ballet, but also actively experiment with new forms and technologies. These innovations include the use of video art, digital decorations and the latest sound effects, which enables you to create unique visual worlds on scene. Modern technologies provide ballet with new opportunities for the development of the art of dance. Multimedia practices make it possible to unite traditional dramaturgy with the latest set design techniques, creating a new artistic reality. An example of this approach is the activity of the Russian Ballet Theater “Talarium et Lux” (“Ballet and Light”), which uses multimedia technologies to create new forms of ballet presentation. However, despite all the innovations, modern Russian ballet is facing a range of challenges. [3]

3. Results and Discussion

Today we will focus in detail on the use of digital technologies and social networks, as well as participation in international tours and festivals. These promotion instruments allow ballet theaters to achieve a large audience, attract new viewers and strengthen their connection with their main audience. Social networks, online platforms and video hosting have also become an integral part of promotion strategies. [3,4] They provide an opportunity for instant interaction with the audience, receiving feedback and building an attractive image. Specialized online platforms provide a chance to present performances and other productions in a format available for online viewing, which increases the accessibility of ballet art to a wide audience, including viewers who are limited by physical or geographical barriers to attend live performances. Touring and festivals, however, remain cornerstones of promotion, allowing dancers to showcase their artistry on a global stage and preserve ballet traditions. [5]

The development of the ballet genre at the present level is characterized by stylistic pluralism, as a result of which it presents a variety of styles and directions. The phenomenon of “director's theater” in ballet is manifested through the strong influence of directors and choreographers, who give performances a characteristic personality and an alluring novelty. [3,6]

The partnership of Russian ballet with foreign choreographers and artists plays a primary role in the interchange of cultural and artistic traditions. This keeps ballet fresh by infusing it with new ideas and technology, while still preserving its heritage. From video art to modern sound, these innovations create captivating visual worlds that engage audiences. [7]

Russian ballet confronts a multifaceted challenge in the digital age. Funding constraints due to reduced state support necessitate exploring private

investment. Furthermore, evolving audience preferences necessitate adaptation to compete with contemporary entertainment forms like cinema and digital content. Integration of new technologies and navigating the complexities of international relations for touring and cultural exchange are additional hurdles. [3]

Let's also focus on the future perspectives for this kind of art. This is globalization, that is the expansion of the audience and the strengthening of the international status of Russian ballet as a "national brand", this is digitalization, namely the use of digital technologies to create new formats of performances and expand the accessibility of this type of art, this is education, that is the active development of ballet teaching methods and the training of a new generation of choreographers and dancers, these are innovations, namely the introduction of the latest approaches to choreography and set design to attract a modern audience. [3]

4. Conclusions

Russian ballet continues to be an important part of the world cultural "foundation", successfully combines traditional choreographic techniques with innovative approaches, which allows him not only to maintain his uniqueness, but also to attract new audiences.

Modern technologies and digitalization open up new horizons for the Russian ballet, allowing it to expand the boundaries of art and make it accessible to a wide audience around the world. At the same time, Russian ballet continues to be an important element of national identity and cultural heritage..

In conclusion, it can be said that the Russian ballet has every possibility to keep its role as a leading cultural phenomenon in the future, thanks to its ability to innovate and adapt to a changing world. He remains not only the preserver of the classical legacy, but also an active participant in the modern cultural process, continuing to inspire and fascinate viewers around the world.

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SOCIAL ADVERTISING IN THE FIGHT AGAINST ALCOHOLISM IN RUSSIA IN A HISTORICAL CONTEXT

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Abstract. *This article reveals the concept of social advertising, its influence in the fight against alcoholism and its development in a historical context. The story of its appearance and development in Russia is told. The role of social advertising in the modern world, its goals, methods and effectiveness are considered. Examples and key aspects of the development of social advertising and its impact on the socio-cultural values of our society are considered.*

Keywords: *social advertising, alcoholism, socio-cultural values, the development of social advertising.*

1. Introduction

Social advertising surrounds us. Billboards, TV, tabloid, paper advertisements in the entrance – all these promotional ways are examples of social advertising. And it is really very difficult not to notice it. Commercial advertising uses exactly the same methods. However, of course they have differences and one of the most important differences between social and commercial advertising is the purpose. Commercial advertising stimulates a

positive attitude towards a product or an increase in its sales. The purpose of social advertising is to draw attention to public opinion.

Article 3 of Federal Law No. 38-FZ of 03/13.2006 "On Advertising" states that social advertising is information disseminated in any way, in any form and using any means, addressed to an indefinite circle of persons and aimed at achieving charitable and other socially useful goals, as well as ensuring the interests of the state [4].

Today, the acute issue of combating alcoholism and drug addiction is increasingly being raised in our world. They cannot be cancelled just like that, because alcohol annually puts a good amount into the state treasury. For example, in 2012, budget revenues from the payment of excise duty on alcohol amounted to as much as one hundred eighty and a half billion rubles. The amount is large, but it does not bring so much benefit as harm. Due to excessive alcohol consumption, there is not a good opinion about our country. A huge number of jokes and satires were invented about a bad and drunken Russian who would turn mountains for a glass of vodka. This image was accordingly disliked by the population in all periods of our country's history. To combat such a reputation, the state used various types of communication with citizens. The history of social advertising in Russia began in the late XIX - early XX century, when the first public organizations and charitable foundations appeared. They used various forms of communication. As a rule, these were various magazines, flyers or newspapers. For example, by the beginning of the 20th century, when the government of the Russian Empire had a state monopoly on vodka, alcoholism began to rapidly gain popularity within society. Pubs began to open actively, where everyone could buy as much vodka as they wanted. The state, having felt the disadvantages of alcohol dependence of citizens, began to hang posters that showed the result of excessive alcohol consumption. Today, the modern generation is moving deeper into self-development and leading a proper lifestyle. Our country has achieved this result through active interaction with the population through various means. Among all the ways to combat bad habits, social advertising is considered one of the most effective. Such advertisements usually show the consequences of the life that alcoholics and drug addicts choose. But this advertisement is not only about the future of such people, but also about their past, which made them touch the bottle.

2.Bad examples of social advertising

Social advertising is not always successful. For example, in 2021, the inscription "Parents are to blame for a child's disability — there may be no blame" appeared on the banners of the city. This message angered many, as the second part of the text was highlighted in a less bold font than the first. "There are limits to PR provocativeness and the basics of perception — people read

the first big phrase and it stays in the brain. For me, this banner is a terrible and offensive product,” Svetlana Mamonova wrote on Facebook.[2]

3.Social advertising in historical context

In the historical context, social advertising has had different stages of development. In the late 19th and early 20th centuries, in most cases social messages were published in newspapers and other print media. Then various public organizations, charitable institutions and the church began to appear in the Russian Empire, which carried out educational activities and conducted campaigns to combat social problems. For example, the church actively promoted moral values and moral principles, as well as provided assistance to those in need. In a terrible hour of human history, the Church is called to speak its word. The Church cannot leave her children in their struggle for the truth "in the kingdom of this world" [5]. In pre-revolutionary times, the “Red Egg” tradition was popular. “Posters were often timed to coincide with religious holidays and called for buying, for example, an Easter egg to raise funds”[3].

The real “breakthrough” of social advertising came to us during the existence of the USSR. The Soviet leadership felt so well what society needed at that time that some still use agitations and slogans of that time to somehow repeat the success of Soviet social advertising.

In the USSR, social advertising played a significant role in shaping public opinion and behavior of citizens. It was often used to promote a healthy lifestyle, discipline and order, and popularize education and culture. It was a large-scale propaganda campaign that adapted to the needs of the society of that time.

There is a fact how Fidel Castro, in his message to the Central Committee of the Communist Party of Cuba at the second party congress, was able to uniquely promote all the best qualities that are peculiar exclusively to a communist: “Every communist should have such qualities as demanding, self-sacrifice, selflessness, modesty, honesty, a sense of solidarity and readiness for a feat. A communist must be a staunch fighter, convinced of the absolute correctness of his cause, diligent, hardworking, demanding, thoughtful and infinitely devoted to his people”[1]. This quote cannot be called a social advertisement, but it pointedly points to many of the problems of society that are listed in this appeal.

Social advertising campaigns in the USSR could relate to various aspects of life, from compliance with traffic rules to the fight against alcoholism and tobacco smoking. Advertising posters, films, songs and other forms of mass media were used to convey social messages and influence people's consciousness. Thus, social advertising in the USSR was an important tool for influencing mass consciousness and forming socially significant values.

As for our time, the main customer of social advertising is the state. Social videos, posters, banners and other types of advertising are used to promote a healthy lifestyle, combat domestic violence, drug addiction, alcoholism, compliance with traffic rules and more. Social advertising can also be used to support veterans, help children with disabilities, protect animal rights and other social issues. Today, the issue of patriotism is more relevant in our country than ever, and many commercial and non-profit organizations actively promote this basis of mentality. This helps to strengthen national identity, unite society, and also forms feelings of pride in their country, its history, culture and achievements.

4. Social advertising in Special Military Operation

During a Special Military Operation, when the atmosphere and mood of citizens inside the country are very important, not only posters depicting participants in the special operation are needed, but it is also necessary to promote public organizations that carry humanitarian aid, promote musical performers who go to the front with a patriotic repertoire to raise morale. As an example of such artists, a person can bring not only a Shaman, but also many others. For example, Philip Kirkorov, who, after a scandalous event, decided to go to Donbass and sing his main hits for the fighters.

It is important to note that the effectiveness of social advertising depends on how accurately it reflects the current problems of society and how well it attracts the attention of the audience.

5. Conclusion

Social advertising, as a fairly new direction for Russia, is still shaping itself within our society. There are a huge number of problems in our country that cannot be solved by any inscription on a banner. However, it is foolish to deny that without social advertising, our society would simply degrade from the lack of moral norms. We must continue to develop this area and not stop drawing the attention of society to the problems around us.

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PR-TECHNOLOGIES AS PART OF CREATING A PERSONAL BRAND

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Abstract: *The purpose of this article is to study the use of PR-technologies in the formation of a personal brand. The research is based on a case study of creation and promotion of a successful personal brand and its subsequent analysis. The methods used are the analysis of an existing case study. Data collection was carried out in open sources of information. The study identified strategies and technologies used in the process of personal brand building. The conclusion confirmed the importance of PR-technologies in the creation and maintenance of a personal brand.*

Key Words: brand, personal brand, image, PR, PR-technologies.

1. Introduction

With the rapid development of modern technology, market and society, along with any other contest, the competition of personal brands is becoming more and more intense. Personal brand now not only characterizes the image of a particular person, but can also affect the image or reputation of the whole company with which he or she is associated. It is becoming an essential component in the formation of a promotion strategy and the creation of both personal and corporate image. And it is important because image gives the ability to attract and retain new customers and directly affects how successful a brand will be [1].

It is the individuality that makes it possible to attract and retain customers, maintain the brand, and influence the consciousness of the masses. Image has a direct impact on the duration of business success.

The purpose of this article is to study and further analyze the use of PR-technologies in the process of personal brand formation. As an object of analysis will be taken a rather successful case of elaborated personal image – Artemy Lebedev, Russian designer and businessman.

The scientific significance of this study is to expand the field of understanding the use of available modern PR-technologies and their use in branding. In the future, the results of this work can be useful for study by professionals in the field of PR, marketing, as well as for comparison in the analysis of other cases.

2. Methodology and Data

We are used to the fact that a brand can only refer to a product or service. Usually it is a set of certain names, symbols, designs; associations that arise in the consumer's mind and help to identify a product or service in the market and distinguish it from its competitors [2]. But in the conditions of the modern world, the brand is no longer limited to these concepts. Now there is a territorial brand (city or country), an event brand (event), an organization brand and also a personal brand [3].

Personal brand is an image or representation of a personality, which is formed in the minds of other people. It allows us to promote and sell ourselves as a “brand”, to meet new people and to get good career opportunities. A strong personal brand also has a direct impact on a company's image and reputation. Trust in one's ideas and desires will be reflected in the credibility of a company. Personal recognition and success will be inextricably linked to the success of a person's business. When it comes to an appearance such factors as one's own image and reputation will have a direct impact on a company's image in the eyes of consumers [4]. Some of the most prominent examples of a strong personal brand are: Elon Musk, Steve Jobs and Mark Zuckerberg.

However, it is important to recognise that building a strong personal brand is about more than just changing personal clothes or appearance. It is all about positioning – a concise and clear answer to the question on who a person is in the society. It is important to give the audience the right idea of who this person is and what makes him or her different from the others. But also consider how this or that image will affect their own business. Secondly, it is a must not to forget about the values that a person has in mind and stick to them. This will help a person to define his or her identity, reach the necessary target audience and communicate effectively with them. Thirdly, talk about one's own perception of their philosophy and mission. People are attracted to big goals, they motivate and help them to go beyond their own consciousness [5].

To clearly understand how a well-developed personal brand works, we will analyze the case of Artemy Lebedev, a Russian designer and businessman.

1. Appearance.

Artemy is not afraid to experiment with bright images: coloured hair, free style in clothes, glasses. He got the idea to dye his hair from his children in 2017 and has not changed his habit since. Blue hair is now associated with the Russian designer.

2. Progressiveness.

From the very beginning of his career, Artemy anticipated what would be relevant in a few years. So in 1995, when the Internet in Russia was just beginning to develop, Lebedev organized his own business in a field where there were no competitors. After creating a portfolio of fictional works, he sent it out to potential clients looking for collaboration.

Another example that can be taken into account: in 2020, designer Nikolay Ironov worked in a studio offering express design services (a logo design project without the possibility of any changes by the client). The works were colorful, a bit strange and much discussed. Later Artemy admitted that this designer did not really exist, and all the work was done by a neural network.

3. Realization of one's own expertise, demonstration and professionalism.

Lebedev is not afraid to criticise other people's designs and claim his own expertise. From 2006 to 2019, Lebedev's website had a section called «Business Lunch» where any user could send their design and get feedback from Artemy and his team. This feedback, however, was not always positive.

The websites created by the Russian designer's company also cost a lot of money. But for the money, a client is guaranteed an excellent result. In 2023, for example, the company's turnover was 110 million rubles [6]. And according to the Tagline group of experts, the company ranks first in the list of Runet's TOP-100 leading web studios [7].

4. Pushing the boundaries.

Artemy Lebedev has always liked to shock and surprise. In many of his interviews he often says things that remain in the rumor mill for a long time and are actively discussed by the public. The same goes for his designs. Many suspect that some of the works in Lebedev's company's portfolio are deliberately designed to cause a public outcry. These are mostly projects that affect a large number of people at the same time - the identity of the urban environment, public transport or settlements.

5. Promotion on various platforms.

According to Lebedev himself, he makes more money from blogging than from design. His active media platforms include six popular social networks and in each of them he shares different content in different formats.

6. Use negativity to your advantage.

Many of the projects that Artemy Lebedev and his team work on often excite the public and most often not in a positive way. In one of his interviews, Lebedev once said: «Because, for example, a design that is not discussed is a problem. It means that no one is interested in that work. It is a failure [...] In order for the work to be discussed, it is necessary for the result to affect as many people as possible, to arouse emotions, feelings, so that people have an attitude towards what they see».

In 2017, Lebedev's company developed a logo for a Belarusian burger shop in a very express format. The result, which was published on the website, caused dissatisfaction not only among the public, but also among the customer himself. Now the burger shop no longer exists, but many people remembered the logo online.

3. Results and Discussion

As a result, we manage to summarise what Artemy Lebedev's personal brand consists of: memorable and unconventional appearance, progressiveness, understanding of his own expertise, out-of-the-box thinking, use of different platforms for promotion, and ability to work with negativity.

Artemy Lebedev is just one possible example of a successful personal brand. Yes, he chose a non-traditional way of its formation and development: he promoted himself to the masses at the expense of discussion, negativity and resonance. But, this is still a way to develop your personal brand.

4. Conclusions

In this article we have clarified out the concept of personal brand and the ways in which it can be created. It is now becoming increasingly relevant in a competitive market where it is necessary to stand out. In addition, it has a direct impact on your company's image and reputation because a certain person, as the face and representative of their company, can easily transfer the image and reputation to it through trust and attitude towards one, i.e. the recognisability. This can either make a person's business more successful or damage its image in the eyes of the desired target audience.

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IMPLEMENTATION OF CONTENT MARKETING STRATEGY IN PROMOTING THE EDUCATIONAL PROGRAM "ADVERTISING AND PUBLIC RELATIONS" OF THE INSTITUTE OF WORLD ECONOMY AND BUSINESS OF THE PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA

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Abstract: *This article is devoted to the practice of using content marketing in promoting the program "Advertising and Public Relations" of the Institute of World Economy and Business of the Peoples' Friendship University of Russia named after Patrice Lumumba. The authors of the article consider the features of promoting an educational program on social networks. The object of the research are accounts sites in Telegram and Dzen. The result of the study is recommendations on the use of content marketing in conditions of a limited budget for the advertising promotion of educational programs.*

Key words: *content marketing, social media, digital marketing, educational services.*

The world of marketing is constantly changing. New tools and approaches to communicating with the target audience are emerging, and strategies are being improved. In a market economy, it is important for

companies to stand out from competitors, especially when information prevails among other factors of production. Due to this fact, consumers are faced with a large amount of information on various subjects, values and other factors on a daily basis. They have to "filter" all this amount of information in order to distribute it into "meaningful, necessary" and "useless". In order to attract the attention, trust of the consumer and help them make a choice in favor of the company's product, it is necessary to find a way of communication that would allow them to provide new impressions to the target audience, acquaint them with the advantages of the product and raise awareness about the company and its products. Today, marketing communications specialists have the opportunity to post information on various channels to achieve their goals and objectives, which opens up new ways for them to promote information, interact with customers, study their needs and establish feedback. One of these methods was a strategic approach called "content marketing".

It is worth identifying what goals content marketing helps to achieve: increasing brand awareness, attracting customers, increasing the number of potential consumers, increasing consumer loyalty, website traffic, engagement, intellectual leadership, sales and management of potential consumers. According to a study of B2B companies' content conducted by the Content Marketing Institute and the MarketingProfs website, the approach is most often used to increase brand awareness (61%) and attract customers (60%) [1, p. 33]. Secondly, there are principles according to which it is necessary to create content within the framework of the chosen strategy. Any information should be a response to the consumer's emerging needs for additional information and beliefs.

Based on the principles, channels for the distribution and placement of content related to the company's or brand's activities are determined: own website, blog or social media, partner sites, and an electronic mailbox. But the greatest effect can be achieved with the synergy of several communication channels, which, subsequently, will help to increase traffic on the channels, as well as the conversion of a third-party audience into regular consumers. Depending on the communication channel, the format and type of content is determined by the content itself. Experts distinguish text, graphic, audio content, video content and user content. In terms of type of content we can name – entertaining, educational, selling and informational [2]. Content can be diverse, combining elements of several different types, but the choice of the optimal format will depend on many factors, such as the purpose of communication, the target audience, their preferences and needs, the hosting platform, and so on.

The authors of the article have examined how content marketing can be used in the promotion of educational services using the example of the channels of the program "Advertising and public relations" of the Institute of world

economy and business of RUDN University in the social networks Telegram and Dzen.

Firstly, there is a need to look at the features of the platforms. Telegram was founded by Pavel Durov 11 years ago as a messenger for confidential communication. According to Mediascope, in January 2024, the number of Telegram users in Russia reached 83.72 million people per month, which is 9 million more than a year earlier [3]. According to a Tgstat study for 2023, Telegram users are represented in all age categories, including schoolchildren, and the share of users over the age of 35 has increased from 40% to 45%. Thus, Telegram has long ceased to be a messenger only for a certain category of users, which means that it is a product of mass demand. Statistics show that the messenger's audience has almost equaled the audience of VK, Russia's largest social network. According to Tgstat, the most popular Telegram channels are news channels (85%) and entertainment content (62%), with educational channels in third place (58%) [4].

Dzen is a Russian content creation platform founded in 2015 by Yandex. At first, it was an information platform with publications from publicly available sources, where artificial intelligence algorithms formed personal recommendations based on search history and visited sites. A little later, Yandex launched a platform with a similar name, where content was generated by users (companies and individuals) based on UGC principles. Today Dzen belongs to VK and is a platform not only for viewing, but also for creating your own articles, posts and videos. According to Mediascope, in 2023 Dzen's audience was 81 million people per month, which is 15.9% more than in 2022. The main share of the audience is 55+ users, 25-34 in second place, and 45-54 in third [5].

Based on pre-existing ideas about the Telegram messenger as a youth platform, the authors believed that the main target audience would be teenagers aged 16-17 years planning to enter a university. However, as a result of a study of the Telegram audience from Tgstat and its own statistics on the channel, it turned out that in addition to applicants, the published materials are viewed, among others, by an older audience – the parents of applicants, therefore, a "friendly" tone was chosen as the Tone of Voice for the Telegram applicant channel, i.e. communication on an equal level, but with respect.

Based on the statistics presented above about the Dzen platform, the target audience for the promotion of the channel was chosen by the parents of applicants aged 40 to 60 years, since this age group is the main share of users. Therefore, the "authoritative" and "friendly" tones were chosen as the Tone of Voice for the channel. On the one hand, the authors of the article sought to show the expertise of the teachers of the department and declare the program as a leader in training students in the field of Advertising and public relations, and on the other hand, to create a sense of a sociable organization that is always ready to help and answer all questions.

One of the most popular formats of published content on the channel of the program in Telegram remains text. Nevertheless, the combined approach allows to achieve the greatest audience engagement. Text posts with useful and important information about admission and training in the program are complemented by visual accompaniment in the form of a thematic image or infographics. Although the text format is welcomed in Telegram, publications that reach the volume of long reads should be avoided, since this reduces the likelihood of retaining the attention of the audience. Most people use smartphones to get up-to-date information, so the more compact the texts are, the more likely it is that the post will be read to the end. If an organization has a blog on another platform designed for publishing expert articles, then one can give a short description of the content of the text, and then attach a link for detailed study. If the publication contains video material, it is also necessary to accompany it with a short description, because not every user will be able to get acquainted with it at a given time.

The content of the Dzen channel consisted of informational (updates about the admissions committee, the training program, interviews with students and teachers) and entertainment content (short humorous videos). Special emphasis was placed on the placement of video materials. They took up 2/3 of the entire content. The rest was reserved for posts with visual accompaniment. This content strategy was chosen based on the specifics of promotion on the Dzen platform, according to which articles and videos are the most favorable content formats for free and organic promotion, since their headlines are well indexed in the Yandex search engine. Thus, by using keywords such as “applicant”, “advertising and public relations”, “bachelor's degree”, “master's degree”, the authors managed to attract the attention of the target audience, gain views and impressions on video publications.

Summing up the above, the authors of the article are convinced that the use of content marketing tools in conditions of a limited budget is suitable for the effective promotion of the educational program "Advertising and public relations" of the Institute of world economy and business of RUDN university. Thanks to the study of the features of the sites, target audiences and current trends, the authors of the article managed to successfully complete the task of attracting applicants during the admission campaign of 2023, and increase the number of subscribers and the level of publicity.

The authors also have concluded that maintaining accounts of the department at different sites provides an opportunity to communicate with two segments of the target audience - applicants and their parents, which allows reaching the largest number of people interested in studying at the program "Advertising and public relations".

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ANALYSIS OF THE TONE OF MENTIONS OF ENVIRONMENTAL ORGANIZATIONS IN THE MEDIA USING THE MEDIALOGY SERVICE

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Abstract: *This article investigates how environmental organizations are portrayed in the media. The study uses Medialogy, a media monitoring service, to analyze the tone of mentions of three environmental organizations in social media posts from October 27, 2023 to November 27, 2023. The findings of the study show that the World Wildlife Fund (WWF) had the highest share of messages with a positive tone (13%). Greenpeace and the All-Russian Society for Nature Protection (VOOP) had a lower proportion of positive mentions.*

Keywords: *Medialogy, monitoring of references, nature protection organizations, MediaIndex.*

1. Introduction

Understanding how environmental organizations are portrayed in the media is important because it can influence public perception of these organizations and their work. Positive media coverage can help to raise awareness of environmental issues and generate support for environmental organizations. Negative media coverage, on the other hand, can damage the reputation of environmental organizations [2].

This study contributes to our understanding of how environmental organizations are portrayed in the media by providing a quantitative analysis of the tone of mentions of these organizations in social media. The findings of the

study can be used by environmental organizations to develop strategies for improving their media relations [3].

2. Methodology and Data

The main methods of research are: collective and quantitative analysis of the mentions of three environmental organizations in social media.

3. Results and Discussion

Three most popular nature protection organizations were selected as objects of monitoring of references in mass media: WWF, Greenpeace and VOOP. The system of social networks and media analytics - Medialogy [1] was used for the analysis.

Mentions of the organizations were analyzed for the period 27.10.2023 - 27.11.2023, during which quite a lot of messages were published, respectively, hence this period is optimal for comparative analysis.

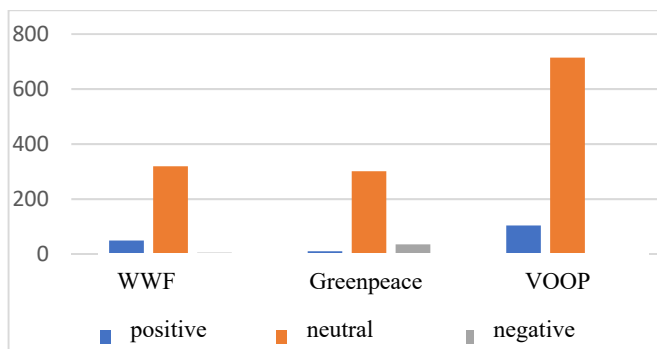
The total MediaIndex is 1747.1. The share of posts with VOOP in the lead is 24%. Coverage (from public sources) - 42233992. The share of mentions with a positive tone is 13%, a neutral tone - 86%, and with a negative tone - 1%.

Greenpeace was mentioned in 346 posts during the selected period. The total Media Index is 485. The share of messages with Greenpeace in the main role is 19%. Coverage (from public sources) - 41407957. The share of mentions with a positive tone is 3%, with a neutral tone - 87%, with a negative tone - 10%.

VOOP is mentioned in 818 messages during the selected period. The total MediaIndex is 3025. The share of messages with VOOP in the main role is 24%. Coverage (from public sources) - 42854232. The share of mentions with a positive tone is 13%, with a neutral tone - 87%, with a negative tone - 0%.

Thus, the highest Media Index was also for messages mentioning VOOP, the largest coverage was received by messages about VOOP, the largest share of references with a positive tone was for VOOP and WWF equally, with a negative tone - for Greenpeace. However, in terms of the number of messages with a positive tone, VOOP is the leader (Fig. 1).

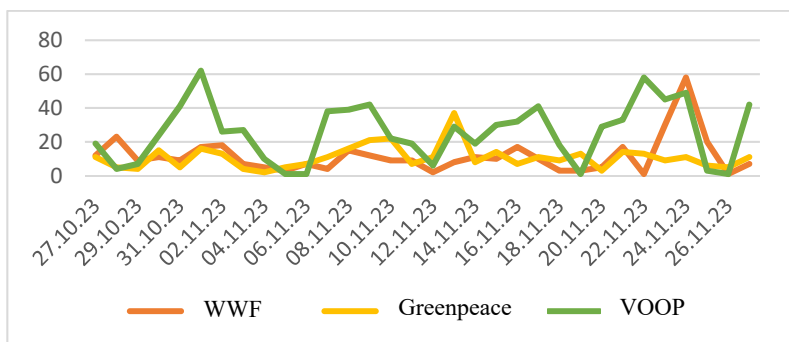
Fig. 1. Message tonality



Source: Medialogy data

According to Medialogy data, the range of references to organizations in the media is very large, but the highest in terms of references was VOOP (Fig. 2). This may be due to the fact that WWF and Greenpeace are recognized as undesirable organizations on the territory of the Russian Federation, so the number of media reports about them is much smaller.

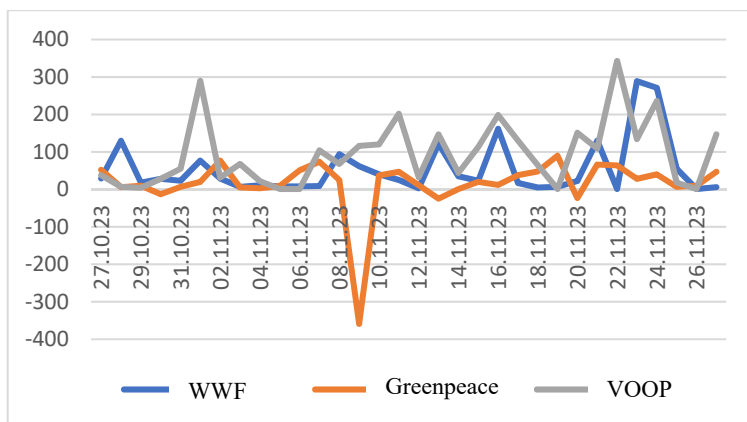
Fig. 2. Dynamics of references



Source: Medialogy data

The dynamics of the MediaIndex of organizations has significant fluctuations, the highest values are typical for references to VOOP, and the lowest - for Greenpeace (Fig. 3).

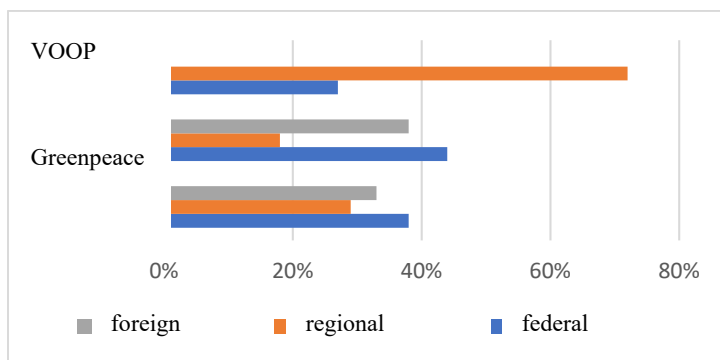
Fig. 3. MediaIndex dynamics



Source: Medialogy data

Analyzing the levels of media in which organizations were mentioned, it was found that VOOP was predominantly mentioned in regional media (72%), Greenpeace - in federal media (44%), but also frequently appeared in foreign media (38%), and WWF was most mentioned in federal (38%) and foreign media (33%) (Figure 4).

Fig. 4. Media by level



Source: Medialogy data

In terms of media categories, all organizations were mostly published on the Internet (89% and more).

4. Conclusions

Thus, among the analyzed organizations in terms of media mentions, the leading position is taken by VOOP, as the greatest number of messages for the period with its mentioning, the total Media Index is higher, and there are a lot of messages with a positive tone. WWF has fewer mentions, but the share of messages with a positive tone is equal to that of VOOP. Greenpeace has the lowest indicators, as the organization is not mentioned much in the media, the total MediaIndex of references is the lowest, and the share of references with a negative tone is the highest compared to WWF and VOOP.

It can be concluded that VOOP is by far the most popular environmental organization and takes the leading position by most indicators of media representation.

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INNOVATIVE APPROACHES TO ADVERTISING: THE USE OF ARTIFICIAL INTELLIGENCE IN ADVERTISING AND PR

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In modern society, there is an increase in the number of scientific discoveries that contribute to the constant development of various aspects of human life. Each succeeding day opens up new prospects towards achieving fully perfected technologies. Industrial companies are adopting mechanized systems using the latest technological advancements. Business, education, information, communications, computer technology, medicine, construction and chemistry are all experiencing rapid development. It should be noted that humans remain a source of innovative ideas, directly involved in the improvement processes. Currently, we are facing the transition to the era of robotisation, where robots play a key role in solving tasks and are gradually

replacing humans in various spheres of life. Artificial intelligence is one aspect of such technologies, and we are approaching a time when it will fulfill functions previously reserved exclusively for humans. With each passing day, it is becoming more and more accessible to the common man. After all, even a small addition of the intelligence factor to an existing process can increase its efficiency many times over.

For a better understanding, let us refer to the literature. The IBM Terminology Dictionary gives the following definition: "Artificial Intelligence" - the ability of a device to perform functions inherent in human intelligence, such as reasoning, learning, self-improvement.

In summary, we understand that Artificial Intelligence (AI) is a field of computer science aimed at developing systems and programmes capable of performing tasks that require human intelligence. It involves various methods and technologies such as machine learning, natural language processing, computer vision and expert systems, with the aim of creating programs and devices capable of analysing data, making decisions, learning from experience and interacting with the environment with autonomy.

Artificial intelligence has found wide application in various fields and continues to be actively modernised and integrated. Especially in recent years, there has been a significant spread of its use in the field of advertising and PR.

It can be used for the following purposes:

1. Text generation
2. Image generation
3. Recording audio tracks
4. Automated communication with the target audience
5. Creating relevant offers
6. Optimisation of PPC advertising and targeting

Text generation.

Artificial neural networks are effective tools for generating a variety of texts covering a wide range of content formats, including news headlines, marketing announcements and even scientific dissertations. At first glance, content created using artificial intelligence may be perceived as identical, comparable to that created by humans. However, a closer analysis may reveal flaws such as unclear wording, unnatural expressions or even factual errors. When using artificially generated text without editing, it is recommended to limit yourself to tasks that do not require a high degree of creativity or specialised knowledge. In more complex scenarios, texts generated by artificial intelligence should be considered as a basis for further editing and revision by human editors or experts in the relevant field.

Image creation.

With the development of neural networks and training them to process images, they have gained considerable knowledge and skills in this area. Artificial intelligence is able to easily create images based on text description, produce photorealistic renderings in various stylistic directions, as well as make changes to existing photos by removing or adding objects, increasing resolution and restoring old images. The list of possibilities of artificial intelligence in this field is almost unlimited. This represents an efficient way to create copyright-free content, including illustrations for websites, social media, simple advertising banners, backgrounds, textures, as well as logos and corporate identities.

Audio Track Recording.

Artificial intelligence is demonstrating advances in the field of audio recording, providing the ability to create cover versions of songs from famous musicians to tracks not previously performed by them, as well as producing audiobooks with realistic voiceovers and retouching the voices of famous personalities. Voice assistants such as Alice, Marusya and Siri are also a product of artificial intelligence creativity. In the field of marketing, this trend can be applied, for example, to voice-over videos, inclusion in advertising campaigns as characters, creation of virtual voice assistants on websites and mobile applications, and automation of answers when calling a hotline before transferring the conversation to a real operator.

Automated communication with the target audience.

Artificial intelligence is widely used in chatbots and virtual assistants that are used in online shops, applications, and other areas. Neural networks are capable of handling thousands of requests simultaneously without noticeable delays in responses, queues or long waits. Many well-known brands and organisations, such as banks (e.g. Sberbank, VTB, Tinkoff), Russian Post, mobile operators (Megafon and Beeline) and some government agencies, have long implemented chatbots to increase the speed of query processing, improve customer satisfaction and automate responses to most queries without the need for human staff. It is important to note that despite the significant benefits provided by bots and virtual assistants, they are not a complete replacement for operators and require human intervention in some cases.

Creating relevant offers.

Neural networks exhibit the ability to analyse visitors' behaviour on websites and, based on their previous actions, predict their potential interests. This approach makes it possible to anticipate customers' needs and offer them relevant products or services when they are ready to make a purchase.

This methodology significantly increases conversion rates, as visitors do not need to browse the entire range of products or services on their own, but are offered only a suitable option advised by artificial intelligence. In addition,

this approach promotes certain positions, increases the average check, keeps visitors on the site by providing interesting information at the moment when they are ready to leave the page.

An example of successful use of such technology is Yandex.Music. As part of this service, neural networks analyse user preferences and automatically select recommendations based on saved and liked tracks. Dislikes are also taken into account to avoid displaying the same type of songs in recommendations.

Optimisation of PPC advertising and targeting.

Automatic targeting, which is another marketer's tool, is based on the application of artificial intelligence. In this area, a neural network acts as an analyst, determining the optimal adverts to display at a particular point in time. The user perceives the advertisement while the artificial intelligence analyses their behaviour, membership of the target audience and even their mood, for example, based on reactions to content with different emotional connotations. Based on the collected data, artificial intelligence selects and shows the user the information that may be most interesting and relevant to them.

It should also be noted that artificial intelligence performs the functions of analytics, which allows people to track the effectiveness of advertising campaigns. Neural network determines which advertisements attract more clicks or targeted actions, as well as analyses the factors affecting the frequency of attracting leads, and makes adjustments to the advertising strategy in real time, without human intervention. For example, artificial intelligence can take into account that certain creatives are more effective at night and automatically adjust their display at that time. It can also automatically disable those ads that do not bring targeted actions in order to optimize the advertising budget.

However, we must keep in mind that fully relying on artificial intelligence to manage ad campaigns is not always justified. Instead, the software can be configured to provide notifications or recommendations to help the targeting agent make the right decisions based on the data collected.

Almost every new technology is being studied and analysed.

The findings from analysing the application of artificial intelligence in advertising show its significant potential to improve the effectiveness of advertising campaigns and increase key business metrics. Advertisers benefit from saving time on content creation by predicting target audience behaviour with the help of artificial intelligence. Future developments in artificial intelligence are expected to expand its functionality and capabilities in advertising and PR.

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BLOGGERS' COLLABORATIONS WITH OPINION LEADERS

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Abstract: *Objective: To study the mechanisms and consequences of collaborations between bloggers and opinion leaders.*

Tasks:

- 1. To study the history of the emergence of the term “blogger”.*
- 2. To analyze the experience of bloggers' collaborations with public opinion leaders.*
- 3. To consider the main motives and reasons that encourage bloggers and opinion leaders to cooperate.*
- 4. To offer a novice blogger a plan for interacting with public opinion leaders.*

Key words: *collaborations, efficiency, communication, bloggers, advertising.*

1. Introduction

Nowadays, social networks and platforms for creating and publishing content play a significant role in shaping public opinion. Bloggers have become one of the most influential categories of users on the Internet, whose publications have a huge impact on the audience. Often, when choosing a new thing for themselves, people do not go to acquaintances, friends or relatives, they open a video of a blogger to find out his view on clothes, equipment or a

program. At the same time, there are also people considered as leaders of public opinion who, thanks to their achievements and public reputation, have a significant influence on the masses. Bloggers' collaborations with opinion leaders are an integral part of modern media communications, which deserves special attention.

The first classic blog appeared in 1994 and served as the beginning for many Internet trends. Since 1996, blogging has become a widespread format of online activity. Initially, such online diaries were called «online diaries». The term “blog” comes from the abbreviation “web log” or “weblog” - which means “network log”. The first blogger to start keeping an online diary was John Berger in 1995 [1].

According to Google Trends, from 2006 to 2010, the number of mentions of blogs as a topic was higher than at present. The reactions of bloggers to the departure of blogging from fashion are diverse: someone shifted to the background or continued to write for a shrinking audience on LiveJournal, someone began to write columns for online publications and other media projects, and someone began to actively develop their presence on social networks. Since the early 2010s, video blogs and podcasts have taken over the baton from classic text blogs, and to this day they are successfully developing and gaining popularity. Interestingly, while the number of searches for the word “blog” continued to decline, the use of the word “blogger” began to grow rapidly from the mid-2010s. This is due to the growing popularity of video blogs, where their creators are increasingly being referred to simply as “bloggers”. The use of the word “video blogger” peaked in the mid-2010s, but then began to decline, while “blogger” turned out to be a more convenient and concise term [2].

2. Methodology and Data

To identify the necessary methods for the successful collaboration of bloggers and opinion leaders, two examples were considered.

In 2019, the famous blogger PewDiePie recorded a joint video with Elon Musk, who is known not only as an inventor and businessman, but also as a public figure who follows trends. Each of them has a great influence on their listeners. They discussed new funny videos and pictures, described their vision of the situation or shared their personal experiences. This collaboration has gained 28 million views. For Elon Musk, it was a profitable collaboration aimed at popularizing his personality and his company Tesla, which was then gaining popularity. PewDiePie, in turn, gained more views, got to know the richest man on the planet and, thanks to an interesting format, attracted new subscribers who follow the activities of Elon Musk [3].

However, the opinion leader may not only be an individual. The «STS» TV channel invited Dmitry Maslennikov, who is one of the most popular Russian bloggers, as the host of the «Super Ninja» show. Such cooperation

attracted many new viewers to the «STS» channel, in the comments under the releases on the YouTube channel they write that they started watching this show because of Maslennikov, who is known for his ability to broadcast and capture the attention of viewers [4].

3. Results and Discussion

The study showed that currently social networks and platforms for creating and publishing content play a significant role in shaping public opinion. Bloggers have become one of the most influential categories of users on the Internet, whose publications have a huge impact on the audience. The cooperation of bloggers with opinion leaders is an integral part of modern media communications, which underlines the importance of this interaction.

A plan for the interaction of a novice blogger with public opinion leaders was revealed:

1. Research: Conduct an analysis of opinion leaders in a niche. Determine which of them may be most relevant to a particular content and audience.
2. Communication: Establish contact with selected opinion leaders via social media, email, or other available communication channels.
3. Offer: Prepare a specific offer of cooperation, explaining how the opinion leader will benefit from working with a person.
4. Collaboration: Develop a joint content or project that will be interesting to one's audience and help promote both sides.
5. Distribution: Actively distribute the created content through people's own and partner channels to maximize audience coverage.

4. Conclusions

We have come to the conclusion that the cooperation of bloggers with opinion leaders is of great importance for the formation of public opinion and successful work in the field of content creation. It is useful for bloggers to collaborate with well-known opinion leaders. This increases the authority and trust of the blogger, and also allows each side to gain new followers.

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PROMOTION OF RUSSIAN TECH BRANDS BASED ON EXAMPLE OF FPLUS COMPUTERS

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Abstract: *This article examines the changes in the Russian computer technology market as a result of sanctions imposed in 2022. It considers the development of domestic technology companies using the F+ brand as an example, which is a new Russian manufacturer of digital devices. Additionally, based on data analysis, it describes changes in consumer behavior regarding laptop purchases and provides recommendations for effective brand promotion.*

Keywords: *promotion technologies, sanctions, the technology market, consumer behavior research.*

The imposition of sanctions on Russia in 2022 precipitated substantial transformations in the computer equipment market, prompting the closure of numerous global brand offices and stores. These developments engendered a paradigm shift in consumer behavior, albeit characterized by a lingering conservatism favoring familiar brands. Concurrently, amidst this altered market milieu, consumers increasingly gravitated towards resellers, facilitated by state-sanctioned parallel importation of licensed products from alternative countries [1, 2].

These shifts underscore the seismic impact of geopolitical events on consumer preferences and market dynamics, necessitating a nuanced understanding of evolving trends to navigate the contemporary business landscape effectively.

According to research conducted in 2023, Russia has seen a surge in demand for various electronics, such as TVs, laptops, smartphones, smart devices, and more. Experts link this phenomenon to deferred purchases accumulated during the 2022 crisis [2].

Data from "Yandex Market" shows significant growth in electronics sales during the first ten months of 2023, particularly in the categories of smart speakers, smartwatches, and headphones. Ozon and "M.Video-Eldorado" report that sales of TVs, laptops, tablets, smartphones, and other devices have multiplied, demonstrating the vibrancy of the Russian electronics market [2].

One of the significant changes is the growing interest of buyers in laptops with larger screens and a preference for models with Intel Core and

AMD Ryzen processors. Additionally, the market share of Chinese laptop brands has increased to 40% compared to previous periods [2].

These trends reflect changes not only in consumer preferences but also in new opportunities for domestic manufacturers, who can leverage the situation to strengthen their market positions [3].

Russia is also seeing the rise of domestic tech companies, among which the brand F+ stands out. F+ is a new Russian manufacturer of digital devices focused on providing consumers with quality and affordable products for modern society. The brand develops a wide range of smart electronics for home and business, including laptops, mobile devices, headphones, and phones. F+ operates on the principles of convenience, reliability, and technological advancement, emphasizing collaboration and quality assurance. The brand strives for continuous improvement of its products and the implementation of cutting-edge technologies to create a future where innovations are accessible and useful for everyone [3, 4]. The brand's laptops are noteworthy. Positioned as an alternative to popular models from other global manufacturers like Lenovo, Asus, Acer, and Honor, F+ laptops offer similar components but are not affected by sanctions.

The research methodology utilized in this study involved the use of the DataFriend Web program, which is an analytical system designed for analyzing syndicated studies, ad-hoc research, and tracking projects. This program was employed to extract data concerning individuals interested in purchasing laptops recently. A sample of 1000 individuals was obtained for the study.

The primary objective of the research was to delve into the intricate dynamics of consumer behavior concerning laptop purchases, encompassing an in-depth exploration of the determinants shaping their decisions and the reliability they place on various sources of information. This endeavor assumed particular significance within the context of the swiftly transforming landscape of computer technology markets, where the efficacy of brand promotion emerges as a pivotal determinant of success. Our investigative approach entailed a comprehensive analysis of consumer behavior, preferences, and practices, intricately intertwined with an examination of their information acquisition patterns and the experiential dimensions associated with their purchasing endeavors. The ultimate aim of such scholarly inquiry was to formulate a targeted promotion strategy tailored to the distinctive needs and market dynamics pertinent to Russian technology brands, prominently featuring entities such as F+. [4, 5].

Questions posed to the respondents:

1. When did you acquire/receive the laptop you currently own?
2. Please read statements about laptop purchases. Indicate which of these statements best describes your most recent experience before purchasing a laptop.

3. Describe how you decided to purchase a laptop the last time. Did you...

4. What sources of information could influence your choice of laptop?

5. How much do you generally trust the following sources of information when searching for and selecting a laptop? Please rate on a five-point scale, where 1 - do not trust at all, 5 - trust completely. In a rapidly evolving computer technology market, effective brand promotion is a key success factor.

The average lifespan of a laptop is about 3.3 years, although for respondents in Moscow, this figure drops to 2.6 years. The primary channel for seeking information about laptops is the internet, but many consumers then prefer to purchase equipment in offline stores. Notably, many young consumers, particularly those aged 18 to 24, are drawn in by advertising and choose laptops online.

Consumers turn to various information sources when choosing a laptop. These include advice from acquaintances (49%), personal testing experience (47%), and user reviews on websites (45%). Recommendations from sales consultants (28%) and blogger reviews (23%) also play a significant role. Advertising from the brand itself influences only 11% of consumers.

Based on the analysis conducted, the following recommendations are made for the effective promotion of the tech brands:

- **Strengthening Online Presence:** Given the significant proportion of consumers preferring to search for laptop information online, it is crucial to invest in digital marketing and internet advertising.
- **Building Loyalty through Quality:** As most consumers rely on advice from acquaintances and personal testing experience, attention should be paid to product quality and customer needs satisfaction.
- **Partnering with Bloggers and Reviewers:** Considering the significant influence of blogger reviews on purchasing decisions, it is worth exploring collaboration opportunities with popular tech vloggers.
- **Enhancing Offline Experience:** For consumers who prefer purchasing in physical stores, it is important to ensure product information and accessibility, along with a high level of service and consultation from store staff.

The research underscores the profound impact of geopolitical events, particularly the 2022 sanctions on Russia, on the computer equipment market. These sanctions triggered a cascade of transformations, including the closure of global brand offices and stores, catalyzing a paradigm shift in consumer behavior. Despite the conservatism favoring familiar brands, consumers increasingly turned to resellers, buoyed by state-sanctioned parallel importation avenues.

The surge in demand for electronics post-crisis, evidenced by increased sales reported by industry players and platforms like "Yandex Market", attests to the resilience and vibrancy of the Russian electronics market. Noteworthy is the burgeoning interest in laptops with larger screens and processors, along with the ascendance of Chinese laptop brands. These shifts present both challenges and opportunities for domestic manufacturers, exemplified by emerging players like F+.

F+ epitomizes a burgeoning breed of Russian tech companies striving to offer quality, affordable products while emphasizing convenience, reliability, and technological advancement. Notably, F+ laptops, positioned as alternatives to globally renowned brands, are unaffected by sanctions, presenting a compelling value proposition.

The research methodology employed, utilizing the DataFriend Web program, facilitated a granular understanding of consumer behavior concerning laptop purchases. Insights gleaned from the analysis underscore the critical role of brand promotion in navigating the rapidly evolving computer technology market.

In conclusion, the findings underscore the imperative of adapting to evolving consumer preferences and market dynamics. Recommendations for effective brand promotion, encompassing strategies to bolster online presence, build loyalty through quality, and enhance offline customer experiences, offer actionable insights to stakeholders seeking to thrive in this dynamic landscape. Thus, informed by a nuanced understanding of consumer behavior and preferences, stakeholders can chart a course towards sustained growth and competitiveness in the computer equipment market.

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THE CHALLENGES OF USING ARTIFICIAL INTELLIGENCE PLATFORMS IN PUBLIC RELATIONS

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Abstract: *The evolution of technology and globalization has transformed human societies, institutions, and industries, leading to significant changes in various aspects of life including communication, economy and culture.*

Advancements in communication and public relations platforms have created opportunities and challenges for professionals in the field. To succeed, these professionals must embrace all of these changes. In addition, the public relations industry in the modern world, especially in recent years, has become increasingly reliant on artificial intelligence in various aspects. For instance, analyzing data to offer valuable insights into consumer behavior, creating content, and predicting social media trends. However, there are challenges as well. The rise of using AI-generated content and deepfake technology poses risks to the integrity of information and brand reputation. Additionally, it raises concerns about data privacy. Therefore, this study aims to discuss the challenges of utilizing AI platforms in public relations that aims to explore potential solutions to reduce these challenges and ensure ethical implementation of AI in PR activities.

Key words: *Artificial intelligence, challenges, public relation*

Introduction:

Human societies are witnessing tremendous development and transformation in various aspects of life due to the evolution of technology and the increasing use of AI in activities, from using autocomple in search engines like Yandex to watching suggested videos on YouTube. This advancement has

taken everything to the next level. Therefore, it is not surprising that AI generative will inevitably change the way PR works.

Artificial Intelligence (AI), a term coined by emeritus Stanford Professor John McCarthy in 1955, was defined by him as "the science and engineering of making intelligent machines". Much research has shown humans program machines to behave in a clever way, like playing chess, but, today, we emphasize machines [1]. In the field of communication, AI's ability to process human language has allowed companies to understand individual behaviors, preferences, beliefs, and interests to deliver more efficient campaign strategies [2].

The fusion of AI and PR is not just a trend; it is a revolution in the landscape [3]. According to a survey conducted by IPR. "The percentage of PR professionals who reported using generative AI increased from 28% in March 2023 to 64% in November 2023". This has led to the emergence of new communication tools and platforms such as virtual assistants. The utilization of artificial intelligence platforms in public relations has opened a new era in the formulation and implementation of PR strategies. One of these platforms is Jasper, which is a 'robotic writer' capable of producing written content up to 10 times faster than the average human. The technology underpinning Jasper ensures that the outputs are free of plagiarism and do not showcase any inherent biases. Besides this platform, there is PressPal.ai. Designed to enhance PR team efficiency and save time, PressPal.ai quickly generates a press release based on a brief description and provides a list of journalists to target according to the press release content. This can enhance pitch targeting and increase the likelihood of gaining more press coverage.

Furthermore, we have another AI platform, called BuzzSumo that is a content research tool that aids writers, marketers, and SEO professionals in creating engaging content that drives traffic and social engagement. It also helps public relations (PR) professionals understand what content resonates with their audience by analyzing trending topics and identifying the most shared content across various social networks.

Fast forward, the main question is not about what AI is or its types. However, there are challenges associated with using AI platforms in the field of public relations.

The use of AI in public relations raises ethical considerations around privacy, data protection, and bias. PR professionals need to ensure that their use of AI is ethical and responsible. This means they must be transparent about their use of AI-powered tools and technologies. AI-powered communication and engagement tools can lack the human touch and emotional intelligence that are essential in building strong relationships with stakeholders. AI-powered tools and technologies can require a significant investment of time and resources to learn and implement effectively. Overreliance on AI-powered tools and

technologies also leads to a lack of creativity and innovation in public relations strategies and campaigns [4]. In a study conducted by Harvard University in collaboration with Boston Consulting Group and Harvard, it was found that when people rely excessively on generative artificial intelligence, group variation in ideas decreases by 40%.⁵ Specifically, this means that new ideas do not emerge, and it means that real innovation is stifled [5]. Also, AI cannot replace our authenticity. The shifts in the job market resulting from these developments could expose the equivalent of 300 million full-time jobs to automation, according to a survey conducted by Goldman Sachs in 2023.

In the modern world, artificial intelligence has significantly impacted the field of public relations. Even though it offers significant advantages to the field, such as automation and data analysis, it also presents challenges to its professionals. The potential solutions we suggest for those challenges we mentioned earlier are: Skills Training: The PR professionals must embrace the changes and learn how to use AI. PR professionals must adapt and embrace the changes brought about by AI in order to effectively navigate the evolving landscape and leverage its potential for enhancing communication strategies [6]. Besides that, Guidance from experts should be provided to prevent misunderstandings among professionals and encourage them to explore new ideas. For instance, guidance on preventing data leaks or sharing proprietary information is crucial in the era of AI. Therefore knowledge and awareness are essential to effectively address the issues of data privacy.

Ethical Framework, implementing a law to restrict the usage of AI in the PR industry to prevent any kind of data privacy crisis and ensure the protection of the audience. AI has the potential to influence public opinion and behavior through misinformation. By implementing the law, we ensure transparency and accountability.

Regular Evaluation. Regular evaluation by experts of AI performance and its impact in the public relations (PR) industry is crucial to ensure that the AI platforms being utilized remain effective, ethical, and in line with industry standards and client objectives, considering the evolution of AI technology. The integration of AI in the PR field presents both opportunities and challenges. By adopting a balanced and ethical approach and continuously adapting AI platforms to evolving ethical and cultural considerations, public relations professionals can leverage the benefits of AI while preserving authentic connections with their audiences. These connections are irreplaceable and are at the core of public relations, in addition to upholding ethical standards.

Conclusion:

Artificial intelligence is an essential component of technological advancement and has demonstrated its value in enhancing the efficiency and effectiveness of public relations management processes. However, it encounters

significant challenges in terms of human understanding and communication. This is primarily due to its inability to comprehend emotions and empathy like humans do, which hinders its capacity to establish trust and human connections. Overdependence on artificial intelligence may result in cultural discrepancies between companies and customers due to a lack of comprehensive understanding of cultural and social aspects. Accordingly, companies and institutions must be cautious and flexible in utilizing smart technology. They should strive to strike a balance between machines and humans to ensure the achievement of goals in the field of public relation.

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MECHANISMS OF FORMATION OF THE IMAGE OF SOCHI IN THE HISTORICAL CONTEXT

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Abstract: *This article reveals the concepts of image and branding. A brief history of Sochi is given. The main ways of creating an image of the region on the example of Sochi, which can be applied to other territories, are considered. In addition, the most popular opinions of various authors on the creation of the image of the Sochi region are presented. Successful and interesting examples of the promotion of this territory are given. Using the example of Sochi, we analyzed how to create a positive image for various territories.*

Keywords: *image, image of the territory, branding of the territory, Sochi.*

The negative image of Russia, which arose due to its isolation by the world community, had a significant impact on the economic, political and social life of the state. It is impossible not to note the role of the information war that is being waged against Russia in some Western countries. As a result, Russia needs to take various measures to counter the policies of the West, as well as use the current situation to its advantage.

As in the case of the image of the state, the image of the territory has a significant impact on the standard of living and well-being of citizens. The image of a territory (or territorial image) is an image of a territory in the eyes of the outside world and the population living on it, taking shape in the minds of people [1].

One of the most striking and successful examples is the city of Sochi and its surroundings. Today Sochi has a very multifaceted image. But it was not always like that. The fact is that for a very long time this place was considered a malarial region. - In this gorge, the fever is raging to such an extent that one and a half people die from the garrison per year, and the rest fall ill with fatal obstruction or dropsy. In short, Gagra is a death sentence." [2]. This is how the Decembrist A.A. Bestuzhev-Marlinskiy describes one of the most famous cities of Abkhazia among tourists. This description corresponds to the Black Sea lands of that time. The famous Sochi doctor K.A. Gordon wrote: "... malaria diseases in the late XIX - early XX centuries in Sochi and its surroundings, as well as later, were widespread. In Sochi itself, all residents of Prirechenskaya Street were ill with malaria, and in some villages located in floodplains, for example, in Moldova, a healthy person was the rarest exception." [3].

It is necessary to note the contribution of the Russian and Soviet bacteriologist-malariologist Sergei Yuryevich Sokolov, whose name is associated with the complete elimination of malaria in Sochi. The doctor has developed a set of measures for the complete eradication of malaria, which helped to reduce the incidence. And 1956 went down in the history of the city as the first year when no cases of malaria infection were registered.

Initially, this city was not well-maintained at all and did not look like a resort. Previously, there was one marina in the city, where the only boat carrying tourists entered. Medicine in the city at the beginning of the 20th century also left much to be desired. There was a hospital with 23 beds. To all of the above, it should be added that the city was considered quite criminal. All this formed the appropriate image of Sochi.

Then the Soviet physiotherapist V.F. Podgursky regularly performed in different cities, and talked about the region as a balneological resort. Special attention, of course, was paid to Matsesta with its hydrogen sulphide waters. So Sochi got the image of a medical centre that was regularly visited by members of the USSR government. Today Sochi is considered a famous mountain climate resort. Although this fact overshadows the therapeutic potential of the region, many tourists come to various sanatoriums, visit the mineral waters of Matsesta and therapeutic mud.

When Sochi was chosen to host the XXII Winter Olympic Games, the main task was not only to build appropriate facilities, but also to improve the perception of Russia by the world community. When Moscow lost the 2012 Olympic campaign, many experts said that it was the negative image of the state that was the key reason for the defeat. Given the starting situation, it might seem that Sochi had no chance to beat the competition. It was important to create the necessary level of infrastructure for the Olympics without worsening the environmental situation in the region, as well as stable information flows that there is a city in Russia that will be ready to receive guests in accordance with all European standards. The first international image campaign began in September 2006, and it was entrusted to the chief public relations agent, Weber Shandwick. An action was held where everyone could make suggestions about the symbol of the Olympics. The mammoth received the most support. There are more reports in the domestic press about Sochi or the Krasnodar Territory. And soon the English-language website of the city was created, which allowed foreign citizens to follow what was happening in the region.

Sochi is still associated with the Olympics and sports. The image campaign has destroyed most of the stereotypes associated with Russia in the eyes of the world community, and also improved the perception of the country by Russians.

However, today there are a number of Sochi-specific problems. After analyzing the articles of Doctor of Economics, Professor ITiG Dzhandzhugazov

E.A. [4], Sochi resident Alexandra Domina [5], as well as an article by the commonwealth of authors Dr. Kuvalin D.B., Doctor of Economics Vorobey E.K. and others,[6] it can be concluded that the issues still remain, and it must be resolved. For example, all the authors agree that there are many difficulties associated with tourists, who at the same time are a source of income for the region. We are talking about observing absolutely basic resort ethics. Obscene language is constantly heard on the streets, and taxi drivers, sellers or minibus drivers often turn to "you". To solve this problem, local authorities have to regularly and en masse adopt various regulations prohibiting semi-naked appearance in public places.

Many authors also point out the problems associated with the transport complex. We are talking about both the congestion of roads connecting it with the rest of Russia, as well as water transport and air travel.

There is also a problem related to energy and housing and communal services. The price of heat in Sochi is noticeably higher than in many other cities of the Krasnodar Territory, and the condition of pipes in some sections of the urban linear sewerage is in poor condition.

In addition, Sochi residents are concerned about the housing problem. This applies not only to the high prices for the apartments themselves in the city, but also to the services of realtors. The construction of social real estate is suffering. In fact, the situation with the construction of any facilities is aggravated by the lack of space that would be suitable for the construction of buildings. Some of the land plots are in limited use.

Residents also complain about the tasteless architecture of the city. All buildings are built in different styles. There is no single design in the combs. Flowerpots, which have been standing since the Olympics, can also be called a rather unusual design solution for decorating the city. But a particular misunderstanding was caused by signs with illiterate translations of various names into English, which began to appear en masse before the Olympics.

High prices for entertainment and food are also very frustrating for locals. They are comparable to those in Moscow, as the main focus is on tourists. Another fact that strongly catches the eye of not only locals, but also tourists, is not always an acceptable level of price-quality ratio in the service sector.

But despite some problems, the territory today has a resort and entertainment image and attracts investments in infrastructure, tourism and technology development. The authorities are aware of the problems of the resort city and solve them, thereby improving the quality of life of the local population and contributing to the further development of tourism. Today Sochi is a dynamically developing city with many opportunities. For example, the educational sphere is actively developing now (Sirius University, the Russian International Olympic University, a branch of the RUDN), and international events such as the Formula 1 stage, cultural and sports events were held until

February 24. Therefore, the history of the formation of Sochi's image can be considered as a success story.

In order to form such an attitude towards Sochi among residents of Russia and many foreign countries, there are a number of ways that can be applied to any other region:

1. Organization and holding of various cultural events, festivals, exhibitions and concerts.

2. Create vivid and memorable advertising campaigns that will emphasize the uniqueness and local flavor.

3. Investments in the improvement and development of urban infrastructure, as well as various social campaigns will help improve the well-being of city residents.

4. Respect for nature is a sign of the well-being and prosperity of the region. It is also necessary to promote a clean and green city and participate in various environmental projects.

5. The development of a sports or scientific direction will allow attracting guests with specialized events and festivals.

6. Promoting the cultural heritage of the territory will also help attract guests and create a positive image.

Each subject of our state has its own unique history, its own cultural and climatic characteristics, but the combination of these strategies will help in forming an attractive image of any territory.

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90S AESTHETICS: SOURCE OF INSPIRATION OR MARKETING STRATEGY IN THE 21ST CENTURY?

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Abstract: *This article explores the phenomenon of a return to the aesthetics and symbolism of the 90s in contemporary marketing campaigns. It examines why this period, characterized by significant political changes, geopolitical shifts, and cultural transformations, continues to influence modern trends and public opinion. Analyses of the popularity of TV series "Word of the guy: Blood on the Asphalt" and "The King and the Jester" are conducted, incorporating the symbolism and aesthetics of the examined era.*

Keywords: *integration, 90s aesthetics, content, ratings, audience*

1. Introduction

In the 1990s, the geopolitical landscape was reshaped by significant political changes, including the dissolution of the Soviet Union and the Eastern Bloc, leading to the emergence of new independent states and shifts in power. Conflicts in the Balkans, particularly Yugoslavia, triggered global reactions and international intervention, while political tensions in the Middle East and Africa also influenced international relations and public opinion.

In Russia, the 1990s marked a period of active advertising and communications development, driven by market liberalization and new technologies. The transition to a market economy spurred companies to compete for consumer attention, increasing demand for advertising services across television, radio, print media, and outdoor advertising.

Simultaneously, cultural movements flourished, impacting music, fashion, art, and social values. Youth subcultures like hip-hop, grunge, and punk emerged, emphasizing informal expression. Fashion trends featured bright colors, denim, and leather, symbolizing freedom and individuality. In music and art, a mix of alternative and commercial styles reflected diverse cultural influences and social contradictions.

Television commercials of the 1990s became more dynamic and creative, using vivid imagery and unconventional scripts to capture viewers' attention. These advertisements often addressed social and economic themes, reflecting the shift from socialism to a market economy, and played a role in supporting political parties and shaping public opinion.

2. Results and Discussion

In modern marketing, there's a clear resurgence of 1990s aesthetics in advertising campaigns and branding. This trend is evident through the use of bright colors, geometric patterns, analog effects, and pop culture symbols from that era.

The “MTV Revival” campaign, launched in February 2023, successfully utilized 1990s aesthetics to revive interest in the MTV channel. By incorporating nostalgic elements from 90s pop culture, the campaign attracted a broad audience, including both young viewers and older generations. According to MTV, the campaign significantly increased channel subscribers in the key demographic of 18 to 35-year-olds.

Similarly, the “Nike Air Max Day 2021” event capitalized on 90s aesthetics. Nike used retro design and 90s pop culture images to create an authentic atmosphere, boosting interest in the Air Max line, particularly among young buyers interested in retro styles.

The popularity of the series “Word of a Guy. Blood on the Asphalt” compared to “The King and the Jester” can be attributed to several factors. “Word of a Guy” resonated with contemporary issues and themes, captured a wider audience through effective marketing and promotional strategies, and launched the social and educational project “Guys Change,” which facilitated family communication and portrayed the series as socially conscious. According to the Wanta Group, the marketing for “Word of a Guy” was more effective in reaching the target audience, resulting in higher awareness and interest.

“The King and the Jester” also engaged in successful promotional efforts, launching the “Punk Culture. The King and the Jester” project to promote the series. This project attracted fans of the band and punk culture enthusiasts, creating an emotional connection with the audience. However, being a one-day event, it had less impact compared to the ongoing social initiative of “Word of a Guy.”

Integration with bloggers played a crucial role in promoting “Word of a Guy.” Notably, Sasha Sulim, a journalist and YouTube blogger, created a podcast on the “Kazan phenomenon” related to the series’ plot, drawing new audiences. Ksenia Borodina, a reality show star and Instagram blogger, also contributed by creating viral content supporting the series.

“The King and the Jester” used similar strategies, with popular YouTube channels and bloggers promoting the series. Videos on Kinopoisk Extra and documentaries by Roman Pritula attracted significant views and attention. Bloggers like Kate Clapp and Badcomedian shared information about the series, increasing its reach and interest.

In conclusion, both “Word of a Guy. Blood on the Asphalt” and “The King and the Jester” employed effective promotional strategies, with “Word of a Guy” leveraging contemporary themes and social initiatives to achieve greater

popularity, while “The King and the Jester” utilized traditional promotional methods to expand its audience.

3. Conclusion

Speaking of unconventional ways of promoting the series, the alleged leak of the final episode of the series “Word of a Guy. Blood on the Asphalt” could have been a well-thought-out tactic aimed at creating interest and discussion around the series. The watermark, low quality, and feedback from the actors themselves could have been intentionally used to stimulate discussion and create anticipation for the official release. This helped attract viewers’ attention and generate additional buzz around the project, keeping the series “on everyone’s lips” throughout the 8 weeks of its release, without losing popularity and ratings.

On the other hand, “The King and the Jester’s” strategy was more traditional and aimed at maximizing new subscribers to the Kinopoisk platform. A lead magnet in the form of 2 months for 1 ruble helped attract a large number of users and increase awareness of the series. This approach allowed achieving a dual goal - increasing the platform’s audience and spreading information about the series itself.

Both strategies could have been successful in achieving their goals - creating interest and attracting attention to the project. While “Word of a Guy” used an unconventional and controversial approach, “The King and the Jester” preferred more traditional methods of advertising and audience attraction, which may be one of the reasons why “Word of a Guy. Blood on the Asphalt” had a larger audience than a comparable series.

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THE ROLE OF SMM IN PROMOTING MUSIC TV CHANNELS IN RUSSIA ON THE EXAMPLE OF MUZ-TV

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Abstract: currently, the role of social networks and media in promoting different goods and services is becoming more and more important. Music TV channels, as part of the media industry, are no exception. However, the effectiveness of SMM promotion depends not only on the channel's activity in social networks, but also on the quality of the its content, as well as on the channel's ability to adapt to changes and needs of the audience.

Keywords: SMM, Digital marketing, Internet promotion, social networks.

In today's world, social media has become one of the main parts of promoting a person, product or service. This tool is budget-friendly, effective and targetable. By maintaining a page in social networks you can communicate with the audience, get feedback, find partners, increase recognition, announce new products or premieres, analyse the work (Mazilkina E.A. Seven steps to success or how to promote your goods on the market. - Saratov: IPR Media, 2012).

When we talk about social media, we should not forget the changes that took place in 2022. Instagram and Facebook (Meta), two major social networks declared extremist by the Ministry of Justice of the Russian Federation, left the Russian internet space, and working with TikTok and YouTube was significantly complicated for Russians. Despite the reduction of tools, marketers and SMM-specialists managed to reorient themselves to domestic platforms quite quickly and succeeded in many ways.

In today's world, the role of social networks and media (SMM) in promoting various goods and services is becoming more and more significant. Music TV channels, as part of the media industry, are no exception.

SMM is an abbreviation for 'Social Media Marketing'. SMM is the process of promoting people, companies, products or services through various internet platforms such as social networks, video hosting and other resources.

The main goal is to connect with the target audience, spreading information about the company. SMM includes working with communities that have a target audience, as well as using tools of open and hidden interaction with this audience. Creating and distributing content that may be of interest to users and that they will share through social media is also part of an SMM strategy. Social media promotion allows you to precisely target the right audience, choose the most appropriate platforms and ways to interact with them (Achkasova V.A. Public relations as social engineering / V.A. Achkasova, L.V. Volodina. - SPb.: Rech, 2005).

The objective of SMM promotion is to provide a company's social media presence to communicate with potential customers in an informal atmosphere on a variety of topics. The advantages of this approach include relatively low costs, little competition and a large audience reach. However, there are also disadvantages such as low sales performance, exposure to negative situations, difficulty in control and the need for constant monitoring of social networks (Achkasova V.A. Public relations as social engineering / V.A. Achkasova, L.V. Volodina. - SPb.: Rech, 2005).

It can be concluded that the use of SMM helps to interact effectively with potential customers and existing consumers. SMM promotion is a more precise tool than traditional advertising. Instant information in social networks about the recommendation of friends or professionals become the most effective advertising.

MUZ-TV channel actively maintains social networks where it promotes its content using various methods. For example, in Telegram channel publishes photos from shootings, clips from clips and interviews with artists, announcements of new releases and information about upcoming concerts. Muz-TV's Telegram channel now has more than 100,000 subscribers. Communication in social networks helps the channel to improve the quality of its content and take into account the interests of the audience when creating new programmes and clips.

On VKontakte, the channel conducts polls among viewers, organises contests, and publishes music clips and programme recordings. The page has more than 2 million subscribers, which indicates the high activity and interest of the audience in the channel's content.

The Zen platform is not as popular as the channel's previous social networks, but the work in it is also active. Videos and useful articles are

published in Zen. At the moment the channel has more than 100,000 subscribers (Muz-TV page in ZEN [Electronic resource] URL: <https://dzen.ru/muztv>).

YouTube video hosting is where content from TV programmes spills over to the social network. The various programmes that the channel produces with its resources are first broadcast on television, and then content managers adapt the videos for video hosting, adding advertising integrations. At the moment, Muz-TV's YouTube channel has about 2.5 million subscribers.

Moreover, the Muz-TV channel is now actively developing the relatively recent social network Likee. The social network is working so closely with Muz-TV that it has already managed to hold exclusive live broadcasts from concerts, which attracted several hundred viewers.

Thus, Muz-TV channel effectively uses social media to promote its content and attract the attention of the audience.

Content managers in Muz-TV's Digital Transformation Department review short videos and select material from them to publish on social networks and YouTube channels.

They then optimise the videos to raise views. Constant communication with video editors and designers and colleagues from the sales department helps to efficiently upload high-quality content to online resources.

Every day in the studio there are various news shootings, interviews not only for the TV channel, but also for social networks.

Content managers of Muz-TV social networks give technical tasks to designers to create covers for videos, video editors - to cut out inappropriate material from videos.

The daily work routine is to publish breaking news after receiving it from fellow reporters.

An important aspect is participation in the development of MUZ-TV's new platform MUZTUBE - a portal of clips and news. An interesting distinction of the site was the content equaliser - this is the customisation of clips according to mood. Content managers upload videos, clips and place suitable mood hashtags on them, add a description, covers, choose the authors of the text and artists of the performers to whom the song belongs.

The most unforgettable and enjoyable part of content managers' work is participating in Muz-TV concerts. Employees interact directly with show business stars. They work on the press-vault: they shoot content and take interviews, they also shoot content near the stage and upload it to the Telegram channel in real time. At one concert a contract was signed with Muz-TV for live broadcasting on the Likee social network. (Likee is one of the most popular global platforms for creating and publishing original short videos.)

Quite often managers monitor current news and trends and suggest them for publication.

Coming to the conclusions, the main tasks of a content manager or SMM specialist of Muz-TV are:

- uploading and working with content on the Muz-TV website: uploading the channel's programmes ('Very Karaochen', PRO-Novosti, Documentaries, Hit-Story. The Story of One Hit, travel show 'Arrived!', show 'It Was Beautiful', PRO-Novosti. The Best, Muzgordvizh, Rewind), installation of advertising banners;

- working with Muz-TV YouTube channels: communication with contractors (designers, video editors).

Coordinating with Muz-TV's YouTube channels. Maintaining effective communication with contractors, developing unique titles and covers for broadcasts, optimising videos and checking the work of contractors.

Management of social networks such as Telegram, VKontakte, Odnoklassniki, as well as Zen and RuTube platforms is also taken into account.

It can be concluded that the promotion of Muz-TV channel is quite energy-consuming. This process involves various specialists who interact with each other. But the results of the work are impressive. In many ways, brand recognition is still high due to social networks, as through them there is an influx of a younger and more active audience.

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CREATION AND PROMOTION OF A PERSONAL BRAND OF A POLITICIAN BY THE EXAMPLE OF ALEXEY ANATOLIEVICH VOLOTSKOV

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Abstract: *This article reveals the concept of branding. The main types of brands are described. The tools for creating and developing a personal brand are considered. In addition, the most successful and interesting tools for creating and promoting a politician's personal brand are presented. Using the example of Alexey Anatolyevich Volotskov, we analyzed how a properly structured development strategy influences the opinion of politically active groups of society and voters.*

Keywords: *personal brand, brand, target audience, State Duma, politician, PR, branding.*

In the modern world, recognition and the formation of loyalty to mass consumption plays an important role for the promotion of any brand, company or individual. Promotion, in turn, is not complete without a PR campaign. But before talking about this, we need to understand what PR is. According to Edward Bernays (one of the most significant figures in the field of public relations. Contributes to the direction of modern science of mass persuasion through manipulation and study of human feelings and emotions), PR [Public Relations, translation from English "public relations"] is a management function that summarizes public attitudes, determines the policies, procedures and interests of the organization, followed by the implementation of a program of action to achieve public understanding and recognition [1, p.16]. A personal brand is a unique image and reputation of an individual in the professional or public sphere. This is where PR plays a key role, as PR campaigns can conduct research to analyze audiences and competitors and then understand a number of aspects of a personal brand that need improvement. A brand is formed as a commercial offer based on a clearly expressed positive image of a product, which includes unique opportunities to satisfy certain consumer needs and is the highest manifestation of consumer emotional preferences [7, p. 5]. The public defines a personal brand in politics as the complete image of a politician, including sustainable values and ideals that meet the needs of society and satisfy its expectations. This leads to the formation of loyalty on the part of

the target audience and the attraction of various social groups for active participation in political processes. However, there are a number of features that are important for building a personal brand in politics, such as:

1. Authenticity and transparency: Voters expect politicians to be sincere and authentic to their actions and statements, and the audience also expects, if not an impeccable reputation, then something close to it - image plays an important role in political life, that is, politicians must actively manage their reputation by responding on events, controlling information about themselves and building trust among voters [5, p. 2].
2. Creating an image of a leader: This requires demonstrating strength of character, conviction, competence and decision-making ability.
3. Presence in the media and social networks: The media and social networks play an important role in building a politician's personal brand.

These features of creating and developing a personal brand in politics help politicians build trust, influence public opinion and achieve their goals in political activity. The perception of a politician is largely determined by the expectations that dominate society. The brand should be built on the basis of the most popular personal characteristics: honesty, qualifications, determination, uncompromisingness, toughness, etc. [3, p. 3]. At the moment, it is advisable to consider the process of formation and development of a politician's personal brand using the example of Alexey Anatolyevich Volotskov, deputy of the State Duma of the VIII convocation (2021 - present). Previously, he held the position of deputy of the Volgograd Regional Duma (2019-2021). The process of forming the politician's personal brand began during his studies, through active participation in social and political activities: from 2001 to 2003, he headed the regional branch of the all-Russian public organization "Youth Unity" in the Volgograd region. Since 2012, he has also been a member of the Presidium of the Political Council of the Volgograd regional branch of the United Russia party. Here we can highlight the goal of creating a brand - becoming a political leader with the following task: improving the quality of life of citizens and comprehensively developing the native region, creating a brand in politics include establishing trust and authority as creating the image of a leader, an expert in the political sphere who can be trusted; mobilization and activation of voters so that they support the candidate and take part in the elections; the formation of legitimacy. The author identifies the following tools for the promotion and development of Alexey Anatolyevich Volotskov as a personal brand in politics: participation in socially significant events at the regional level and media activity - meetings with citizens, press releases, development and presentation of key projects. In particular, this is the Student Community of the Volgograd Region in Moscow, uniting patriotic students originally from Volgograd and the region. Another

area of the politician's activity is work in the State Duma Committee on Tourism and Tourist Infrastructure Development. According to Alexey Anatolyevich Volotskov, domestic tourism is a driver for many areas of the economy, and therefore due attention should be paid to its development. Thus, the deputy, with the support of the United Russia party, is working within the framework of the national project "Tourism": logistics aspects and tourism infrastructure are being updated, which is described in detail in the official source [5]. This example is a manifestation of such a tool in the development of a personal brand as network building and lobbying, when Aleksey Anatolyevich Volotskov established and continues to maintain connections with influential organizations and people related to it in order to gain fame within the framework of the national project "Tourism" and subsequently use it for obtaining support and resources for their political initiatives. Among other things, Volotskov A.A., within the framework of the people's program of "United Russia", monitors the process of overhaul of schools and other socially significant facilities, as well as social gasification in the Volgograd region. Under the leadership of the politician, events are organized for children and pensioners. Direct communication with a specific segment of one's audience allows one to maintain and develop the politician's personal brand as "down to the people" - the image of a deputy caring for his fellow countrymen. A report on the activities of Alexey Anatolyevich Volotskov is published on his personal website (<http://volotskov.ru>), as well as on a personal blog in the Telegram messenger (<https://t.me/volotskov>), gathering and increasing its audience, which is also a tool for developing a personal brand in politics, namely the use of social media, where A. A. Volotskov establishes emotional contact with voters and controls his image in the eyes of the public. These examples of activity inspire trust and loyalty of the general public, which can be judged by the latest elections of deputies to the State Duma of the Russian Federation of the 8th convocation: Alexey Anatolyevich Volotskov was elected in the Volgograd single-mandate electoral district No. 81, receiving 61.67% of the votes of voters who took part in the voting (taking into account polling stations formed outside the Russian Federation) [4]. Thus, as a result of the analysis, the following conclusions can be drawn:

1. Personal branding is a complex and labor-intensive process that covers various communication channels and includes activities of various types.

2. Trust and loyalty of the general public to a politician can be built through transparent activities, organizing events for various social groups, and publishing reports on their work.

3. The political personal brand of Alexey Anatolyevich Volotskov is a vivid example of what tools should be used when creating and developing a similar brand in this area: participation in events, establishing contacts and maintaining relationships with key figures, maintaining a personal blog,

activities aimed at solving socially important problems, public speaking, direct communication with the audience.

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TOOLS FOR PERSONAL IMAGE FORMATION OF VATICAN-CITY

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Abstract: *The Vatican's personal image is vital for attracting global attention and fostering a positive perception. As the heart of the Catholic Church, it must showcase its spiritual and cultural heritage. This image boosts tourism, economy, and international influence. Key tools include the Vatican flag, coat of arms, and seal, alongside landmarks like St. Peter's Basilica and*

the Sistine Chapel, which draw millions of visitors. The Pope also significantly shapes the Vatican's image through his global influence. Balancing tradition with modern relevance is essential for maintaining the Vatican's prestige and appeal.

Key words: *cultural heritage, papal influence, historical roots, tourism industry*

1. The role of personal image building

Creating a personal image for the Vatican plays an important role in attracting attention from the world community and creating a positive image of the country. As the center of the Catholic Church, the Vatican is one of the most famous and visited places in the world. Therefore, it is important to present it as a place of spiritual and cultural heritage, understanding and tolerance.

Creating a personal image for the Vatican also ensures that it attracts tourists, which helps to boost the country's economy and increase its international influence. Ultimately, a good image for the Vatican contributes to its status as the center of the Catholic Church and a global metropolis.

2. Tools for creating a personal image of the Vatican

Official symbols

- **Vatican flag**

The pontifical flag of the Vatican City State consists of an equilateral cloth divided into two equal vertical parts - yellow (at the shaft) and white, in the center of which there are two crossed keys (gold and silver) connected by a red cord and crowned with a tiara. The shaft ends with a point decorated with ribbons of the same colors as the flag and covered with gold thread.

According to heraldic rules, the colors yellow and white represent silver and gold, and should not meet together. The Vatican flag thus represents an exception, as here these colors also represent the keys of St. Peter. This flag symbolizes the Vatican's historical roots and values, including its affiliation with the Catholic Church.

- **The coat of arms of the Vatican**

On a red shield are keys, one gold and one silver, crossed in the form of the St. Andrew's Cross, with the beards facing upward and outward. The keys are bound by a cord, usually red or blue, the two ends of which descend from the handles. The keys are crowned with a tiara.

Crossed keys crowned with a tiara are also the coat of arms of the Holy See and the background element for the personal coat of arms of the Pope (Benedict XVI first refused to use a tiara in his own coat of arms, replacing it with a bishop's mitre). The symbolism of the coat of arms is based on the Gospel and is represented by the keys given to the Apostle Peter by Christ.

It is believed that the interposition of the gold and silver keys distinguishes the coat of arms of the Vatican from that of the Holy See. However, there is no documentary proof of this; historically, different positions are found, and originally both keys were silver.

The coat of arms not only reflects the Vatican's historical connection to the papacy, but also emphasizes its unity and authority as the head of the Catholic Church.

- Vatican seal

Round in shape, the central field with crossed keys surmounted by a tiara is divided by four concentric circles, two by two, the outer of which is made of pearl-shaped elements.

Includes the inscription: STATO DELLA CITTÀ DEL VATICANO, the beginning and end of which are at the bottom and separated by an eight-pointed star.

The seal is the primary means of communication between the Holy See and the public. The Vatican makes extensive use of official publications such as the newspaper *L'Osservatore Romano*, Vatican Radio and the television channel Vatican News to spread its message and influence people's opinions and perceptions.

Attractions

- St. Peter's Cathedral

One of the Vatican's most famous landmarks is St. Peter's Basilica, which is considered one of the most beautiful Christian churches in the world. Its majestic architecture and many historical artifacts attract millions of tourists every year.

Inside, St. Peter's Cathedral is stunning in its scale: 186 m long, the height in the central nave is 45 m, and with the dome - and all 119 m. In the center of the main nave, floor plates contain the dimensions of the most significant cathedrals of the world, allowing people to compare them with the size of the cathedral. On the red porphyry slab of the Main Portal, where the former altar was, Pope Leo III placed the crown of the Roman Emperor on the head of Charlemagne on Christmas Day 800. At the fourth pillar on the right is a bronze statue of a seated St. Peter (13th century), whose right foot is polished with the kisses of the faithful.

In addition to the main dome and eight side domes, the interior of St. Peter's Cathedral is adorned with 800 columns and 390 colossal statues of tufa, marble, plaster, and bronze. There are 45 separate altars. Visitors enter the basilica through massive bronze doors. Nearby there are "Holy Doors" which are only opened for the pope to proclaim a feast or holy year.

- Sistine Chapel

Another famous landmark of the Vatican is the Sistine Chapel. This place is also the center for papal conclaves, where a new pope is chosen.

The Chapel is famous for the outstanding frescoes by Michelangelo, who painted the vault and the altar wall. The frescoes on the walls, about 40 meters long, appeared at the same time as the chapel - under Sixtus IV. Artists such as Botticelli, Ghirlandaio, Perugino, Pinturicchio, Rosselli and Signorelli created a cycle of frescoes dedicated to Moses and Christ, depicting scenes from the Old and New Testament. At the request of Pope Julius II in 1508, Michelangelo began a new painting of the vault, which lasted until 1512.

The depiction of the finger of God breathing life into Adam is world famous. In 1534, when Michelangelo was almost 60 years old, Paul III invited the artist back to the Sistine Chapel to repaint the great altarpiece.

These attractions serve as a magnet for tourists. People visiting the Vatican feel imbued with the history and sacredness of the place, which brings back the desire to learn more about the religion and traditions. The presence of unique and interesting attractions can attract more tourists and boost the tourism industry, increasing revenues and creating new jobs.

In addition to economic benefits, landmarks can also improve a country's image in the eyes of the world community. They are symbols of a country's culture, history and achievements, emphasizing its uniqueness and attractiveness to foreign visitors.

- Pope

As the head of the Roman Catholic Church, the Pope holds a position that no other religious leader can match.

The Pope himself plays an important role in shaping the personal image of the Vatican. He is the head of the Vatican State and the highest spiritual authority for Catholics around the world.

The Pope also acts as the voice of morality and justice, and his words and actions often influence world affairs and public opinion.

The personal image of the pope is important to attract admirers and followers and to maintain the authority and reputation of the church. The Pope must show humility, compassion, wisdom and kindness to inspire and lead the faithful on the path of faith and salvation. His image must be impeccable and exemplary to serve as a model for all Catholics.

Beyond political and diplomatic influence, the Pope's gentle inspirational power is even more impressive. For much of humanity, the Catholic Church has for millennia been a conduit to the divine and has provided answers on how to live a moral and meaningful life.

Given the immense power of this office, it is clear that any pope would have influence. However, when this role is held by a fascinating figure like Pope Francis, the pope has tremendous influence.

Since his election, Francis has never ceased to amaze the ecclesiastical and not only the ecclesiastical world. The degree of amazement is evident at least in the comments on his speeches by a part of the Catholic press, where one can find statements that “perhaps the pope was not feeling well, and the leftist-liberal media twisted everything”, or about “a Jesuit after whom there will be a scorched earth”. In turn, representatives of some secular media see in his statements commandments of future revolutionary changes in traditional Catholic doctrine.

Through all his activities, Pope Francis has helped change the attitude of the world's media, including the American media, toward the Catholic Church.

3. Conclusion

The ability to improve and maintain a personal image is becoming increasingly important in today's world, and the Vatican demonstrates how it can be done through a variety of tools and approaches.

From the image of the Pope and his communication with the masses to various landmarks and official symbols, all of these contribute to the authority and prestige of the Vatican as a state and religious structure. It is important to maintain a balance between traditional values and modern trends, thus maintaining the Vatican's reputation and appeal as the world center of Catholicism.

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ADVERTISING IN SPACE: CLASSIFICATION ISSUES

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Abstract: *The article analyzes space advertising as a new marketing tool, examining its history of emergence and development, as well as the ethical and social aspects of its current application. The research demonstrates that space advertising can be used in various formats. These include advertising tools within manned stations, branding of spacecraft bodies, and projects for placing advertisements on satellites. The paper touches upon the controversial issues of classifying space advertising as an element of outdoor advertising in the UN system and unconventional communications, known as ambient media. The necessity of promoting space research itself within the system of state priorities is also explored.*

Keywords: *Advertising in space, commercialization of space, ambient media, marketing innovations, OOH advertising*

The multifaceted development of space technologies leads to a natural interest of marketing specialists in this sphere. But advertising in space requires marketers to rethink the usual processes. Such advertising is innovative and can reach a huge audience. The romantic dream of famous brands to show their logos in the night sky and to create a giant space advertisement, which will be visible from the Earth with the naked eye, can become a reality, but is associated with several difficulties.

Branded goods have long been taken into space to broadcast their space use. But this kind of product placement can hardly be called space advertising, as it was limited to the orbital station and did not go out into outer space. Pepsi and Coca-Cola, of course, could not stay away from these experiments and sent their products into space to demonstrate their use on a spaceship. For example, back in 1991 on the Mir station, Sergei Krikalev drank Coca-Cola soda from a special can created by the company specifically for weightlessness. One of the famous practices of advertising in space was the promotion of Pepsi-Cola in 1996. For the implementation of the advertising campaign on the Russian space station "Mir" was delivered a one-and-a-half-meter model of a can of the drink and a poster with the slogan "Pepsi - it's your time". Cosmonauts Yuri Onufrienko and Yuri Usachev went into outer space with these items and filmed each other against the background of our planet [2]. Subsequently, these videos formed the basis of a Pepsi-Cola commercial, and it was after this event that the

era of considering outer space as a potential advertising platform began. In 1997, the Israeli company Tnuva, which specializes in the production of dairy products, continued the space trend in promoting products by organizing filming aboard the same space station "Mir". A bottle of milk was drunk by cosmonaut Vasily Tsibliyev, and the commercial with it was actively used for promotion. KFC, Toshiba, and other companies sent their products into space. In 2001 Pizza Hut sent its salami-flavored pizza to the International Space Station to be consumed in front of the camera by cosmonaut Yuri Usachev. There are many such examples of space exploration by brands, for example, advertising for the Russian airline S7 was filmed on the station.

But space advertising was not limited by the scale of the station, it began to be placed on the spacecraft themselves, and such advertising, apparently, can be classified as outdoor advertising and Out of Home (OOH) element. Advertising in the form of the logo of the Japanese television company Tokyo Broadcasting System (TBS) appeared on the hull of a Soviet spacecraft in 1990 [4]. Ten years after this event, a nine-meter-long Pizza Hut logo was placed on the Proton rocket launched by Russia to the International Space Station, which delivered the Zvezda manned module to the international space station [5]. The company invested about 1 million dollars in an advertising campaign for its products in space.

Out-of-the-box advertising, which creates a unique user experience by integrating into the environment, continues to gain popularity and is becoming an effective tool with which to influence consumers. For example, one of the most provocative ads drawing attention to space company Space X was sponsored by Elon Musk. In 2018, the billionaire launched a Tesla Roadster car into orbit, which became an incredibly loud and spectacular event of not only advertising, but also PR [3]. As a result of analyzing new communication in outer space, a logical question arises: can advertising in space be considered not only a representative of the OOH category, but also one of the dynamically developing varieties of ambient media in macro nature? Apparently, yes, and quite reasonably so. Due to the novelty of the medium, categorical issues have not been developed yet.

The implementation of space marketing programs involves not only financial and economic, but also legal and even ethical difficulties. The main environmental problem, around which there is a lively debate, is the possible contamination of orbital space by spent advertising materials turning into space debris.

Another important issue is the commercialization of outer space. At this stage of the advertising industry's development, there is a public belief that outer space is the common property of mankind. If advertising is introduced into space, outer space will become another platform for commercial activities, which will conflict with the social concept of space utilization and may be a

serious PR problem. If space becomes a giant advertising platform, it is likely that the public's perception of space will be distorted, people's interest in astronomical research will decrease, and support for scientific missions will decrease because space will be associated with business and profit rather than exploration and discovery.

Many astronomers and environmentalists are concerned that satellites and the equipment needed to broadcast advertisements from space could interfere with scientific and astronomical observations. For example, a project using a constellation of lightweight satellites with reflective material mounted on them that would make them bright pixels on a "monitor" of the night sky has been discussed as a high-tech startup and attempts have even been made to begin implementation. But light-aggressive artificial structures can create many new problems in the study of distant galaxies and stars, as well as interfere with astronomers' observations of dangerous asteroids that can actually harm the Earth [7].

A separate issue related to the marketing topic for cosmos is the promotion of space programs themselves and the use of modern tools for them. In the past, when superiority in space was the number one issue in the competitive strategies of the superpowers, huge financial resources were invested in the national space program, which made it possible to achieve ambitious goals in the shortest possible time. The entire nation was encouraged by man's achievements in space, and from the opening of the space age in 1959, when the first artificial satellite was launched, the Soviet Union proved to be more efficient in everything: second only to America in the triumph of the moon landing. Space became a part of existence, and its exploration - a source of cultural products - famous artists romanticize space, in literature, popular science fiction (books by the Strugatsky brothers, K. Bulychev, Ch. Aitmanov) breaks records of popularity, there are landmark films about space films about space (1965: "Solaris", "Otroki v universii", "Through thorns to the stars", and the song "Grass at home" by the group "Zemlyane" that sang the world "in the porthole") [6].

Thanks to the powerful Soviet backlog, Russia has maintained its leadership in space exploration for decades. But since the 90's the pathos of space research has faded, and it has become purely applied in nature, today the task is to awaken the mental interest of Russians in space exploration. This is certainly connected with patriotism, with a shift from the perception of Russia as a raw material power, hopelessly lagging the West in the field of high technology. The need to reanimate in the minds of the Russian public the idea of our country as a space superpower is the most important socio-cultural task, which can be solved not only through investments and restructuring of the space industry, but also through effectively used communication tools - digital marketing, social networks, and specialized events.

So, there is no doubt that advertising in space is one of the most innovative advertisings, and this environment is very promising for promotion, but such marketing experiments require not only serious investments, but also further understanding by specialists and scientists in the field of marketing and related disciplines. After all, space advertising is not just a communication exoticism, but a new reality that needs to be professionally managed.

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THE IMPACT OF SOCIAL MEDIA ON CONSUMER BEHAVIOR: ANALYSIS OF TRENDS AND PRACTICES OF USING POPULAR ADVERTISING PLATFORMS

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Abstract: *This article is devoted to the study of the influence of social networks on consumer behavior and the analysis of current trends and practices in the use of popular advertising platforms. The authors consider the phenomenon of social networks as a powerful tool for influencing consumers, allowing companies to effectively advertise their products and services. The article provides examples of successful campaigns on various platforms, as well as analyzes the main trends in the behavior of users of social networks and its impact on their purchasing behavior.*

Keywords: *social networks, consumer behavior, advertising, trends, usage practices, platforms, influence, campaigns, users, purchasing behavior.*

The study of the impact of social networks on consumer behavior and the analysis of current trends and practices in the use of popular advertising platforms is highly relevant in the modern world of digital marketing. Social networks have become an integral part of many people's lives, and their popularity and influence on consumer behavior are constantly growing [10].

Studying this issue helps to understand which advertising strategies and methods on social media platforms are effective, which trends determine user behavior, and which social media practices can lead to the success of a brand or company. Taking into account the constant development of social media and changes in consumer behavior, research in this area helps companies to keep abreast of the latest trends and adapt their advertising strategies to the expectations and requirements of the audience [1].

Thus, studying the impact of social networks on consumer behavior and analyzing trends and practices of using popular advertising platforms is a key element of a successful marketing strategy in the modern digital world.

The main part. Facebook Instagram, Twitter and LinkedIn (prohibited on the territory of the Russian Federation)* Social media has become an important part of everyday life in society, attracting billions of users worldwide to platforms such as Facebook, Instagram, Twitter and LinkedIn*. They not only provide communication between people, but are also a powerful tool for businesses, allowing them to effectively reach and influence their target

audience [5]. The evolution of social media has changed the way companies promote products and services, as they have the ability to shape and dictate consumer preferences.

One of the factors that ensure the influence of social networks in shaping customer preferences is their ability to generate trends and viral content. For example, one viral post or video on platforms such as Tiktok instantly draws attention to a product or brand, making them the subject of discussion. This viral effect can lead to a significant increase in consumer interest and demand, which ultimately shapes their preferences and affects their purchasing behavior [3].

Social media also provides customers with a platform to express their opinions and share experiences with others. Through reviews, comments, and user-generated content, people influence the purchasing decisions of their peers. For example, a positive review of a restaurant or a negative experience with a brand can significantly affect the preferences of others. This equal influence creates a wave effect, as people trust and value the opinions of people from their social environment. In addition, social media allows companies to interact directly with their customers, building strong relationships. Through interactive features such as surveys, surveys, and Q&A sessions, companies gain valuable information about their audience's preferences, interests, and needs. With this knowledge, companies can adapt their products, services and marketing strategies to meet customer expectations, further enhancing the impact of social media on shaping customer preferences.

Another important aspect of the influence of social media on customer preferences are influential personalities and brand ambassadors. These people, with a huge number of followers on social networks, are able to influence the opinions and preferences of their audience. By giving approval to a product or service, influencers create a sense of trust, thus earning the preference of their followers in relation to the brand they promote. This has led to the emergence of influence marketing, where companies collaborate with influential individuals to use their influence and reach a wider audience. Currently, the consumer does not need to leave the habitable zone in order to get acquainted with new products and purchase them. Consumers can easily browse their social media accounts in search of inspiration [4].

This article is an aggregation of 14 statistical data on consumer behavior on social networks for 2023 [6]:

1. 81% of individual consumers' purchases depend on messages distributed by their friends on social media (Source: Forbes).
2. 66% of customers purchased a product or service after seeing photos of other users of social networks, which served as inspiration to them (Source: Stackla).
3. Consumers who make a purchase decision are 71% more likely to be guided by recommendations from social networks (Source: Hub).

4. The Facebook platform accounts for 50% of all social referrals and 64% of total social media revenue (Source: Business Insider).

5. 31% of consumers use social media to search for new products (Source: Adobe).

6. People aged 20 to 38 years most often learn about new products through digital channels (Source: Facebook statistics).

7. 84% of millennials note that content created by anonymous Internet users has an impact on their purchases (Source: Gartner).

8. 53% of consumers spread information about products on Twitter, and 48% purchase these goods or services after reading these messages (Source: Sprout Social).

9. 78% of buyers admit that company publications on social networks influence their purchase decision (Source: Forbes).

10. Consumers are 6 times more likely to make purchases of goods and services if there are images of goods on the seller's page in social networks (Ad Week).

11. Conversion increases by 133% if mobile customers see positive reviews before buying (Source: Bazaar Voice).

12. 56% of shoppers say that images and videos from social media now have a greater impact on their decision to buy online than before the outbreak of the pandemic (Source: Stackla).

The analysis of the presented statistics shows that modern consumers are increasingly turning to social networks in search of recommendations from their loved ones, well-known brands and influential personalities. This reflects the general trend towards trusting personal connections and reputable sources when making purchasing decisions. User habits tend to network and exchange opinions in the audio sphere of the digital community, where confidence in the choice of products and services is based on social recommendations. This phenomenon illustrates the evolution of consumer behavior and perception in the digital age, where social networks are playing an increasingly significant role as a platform for information exchange, influence and correction of consumer preferences [9].

Conclusion. Facebook, Instagram, Twitter and LinkedIn are now becoming an integral part of the daily life of society, attracting billions of users around the world to platforms such as Facebook, Instagram, Twitter and LinkedIn. With the development of social networks, the ways of promoting products and services of companies are also evolving, which can now shape and dictate consumer preferences [8].

Thus, the study of the influence of social networks on consumer behavior and the analysis of current trends and practices in the use of popular advertising platforms are presented as essential components of a successful marketing strategy in the modern digital world. It is necessary to constantly

monitor changes in user behavior and adapt marketing strategies and advertising campaigns in accordance with the requirements and expectations of the audience in order to achieve the success of a brand or company in the market.

The observed trends also indicate that users are increasingly focusing on visual content such as images and videos posted on social networks. Creating high-quality and attractive visual content becomes necessary to attract attention and increase audience engagement.

In general, the study of the impact of social networks on consumer behavior and the analysis of current trends and practices in the use of popular advertising platforms confirms the need for companies to constantly adapt their marketing strategies to changing user preferences and behavior in the digital environment. This will help to achieve greater efficiency, strengthen interaction with the audience and achieve success in the competitive environment of modern digital marketing.

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Section 16. New agribusiness technologies in ensuring sustainability of agriculture

Секция 16. Новые технологии агробизнеса в обеспечении устойчивости сельского хозяйства

РАЗВИТИЕ СЕЛЬСКОГО ХОЗЯЙСТВА КАЛИНИНГРАДСКОЙ ОБЛАСТИ В УСЛОВИЯХ ЦИФРОВИЗАЦИИ

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Аннотация: Сельское хозяйство активно адаптируется к цифровым технологиям. Разработка комплексных технологических решений, повышение доступности интернет-технологий играют важную роль в обеспечении эффективной цифровой трансформации отрасли. Исследование выполнено с использованием международных баз научных публикаций и патентов, данных операторов связи. Цель исследования: оценить перспективы развития сельскохозяйственной отрасли региона в условиях цифровизации. Отмечено место региона как акцептора сельскохозяйственных инноваций. Выявлен высокий потенциал территории области для внедрения цифровых сельскохозяйственных решений.

Ключевые слова: агрокомплекс, интернет вещей, цифровизация, сельскохозяйственные инновации, сельская местность, цифровые компетенции.

1. Введение

Одним из ключевых путей модернизации сельского хозяйства является цифровая трансформация [1]. Внедрение цифровых инноваций и инвестирование в подготовку квалифицированных кадров на территориях с развитым сельским хозяйством может сгладить социально-экономическую контрастность в сельской местности: обеспечить рост доходов, нивелировать отток человеческого капитала, препятствовать сжатию сельской местности [2,3].

Развитие сельского хозяйства Калининградской области с использованием цифровых инноваций представляет значительный научный интерес. Ограниченность территорий, значительный туристический потенциал региона создаёт необходимость интенсификации сельского хозяйства без нанесения урона окружающей среде, что делает более предпочтительной цифровую трансформацию отрасли.

Цель исследования: оценить перспективы развития сельского хозяйства Калининградской области в условиях цифровизации. Объектом исследования выступило сельское хозяйство Калининградской области, предметом – пространственные особенности его развития в условиях цифровизации.

2. Методика исследования

Для оценки роли Калининградской области в диффузии цифровых сельскохозяйственных инноваций были использованы данные реферативной базы Scopus (публикационная активность), международной патентной базы Lens (патентная активность) в период с 2020 года по настоящее время. Отбор научных публикаций производился с использованием следующего скрипта:

```
(title-abs-key(agri*) and title-abs-key (digit*)) and (limit-to (pubyear,2020) or limit-to (pubyear,2021) or limit-to (pubyear,2022) or limit-to (pubyear,2023) or limit-to (pubyear,2024)) and (limit-to(subjarea, "comp") or limit-to (subjarea,"engi") or limit-to (subjarea,"agri"))
```

Методика позволила создать широкую выборку, отражающую не только использование отдельных инноваций, но и вопросы цифровизации сельскохозяйственной отрасли в целом. Поиск по базе патентов Lens осуществлялся сходным образом, однако не ограничивался по отраслям знания. Анализ образовательной системы региона проведён с использованием данных рабочих программ высшего и среднего сельскохозяйственного образования.

3. Результаты исследования

Генерация цифровых сельскохозяйственных инноваций связана с исследованиями на сельскохозяйственную тематику. Стоит отметить определённый перекося в исследованиях между «цифровой трансформацией» и «цифровизацией» сельского хозяйства в пользу последней. Применительно к сельскохозяйственной отрасли цифровая трансформация исследуется скорее, как процесс, происходящий с агропромышленным комплексом в целом. Отметим тесную связь «оцифровки» и «цифровизации»: в схожем контексте рассматриваются как

цифровые сельскохозяйственные инновации (прогнозирование, вертикальные фермы, сельскохозяйственные дроны), так и функционирование баз данных и перевод данных в цифровой формат (удалённое сканирование, цифровые модели ландшафта, машинное обучение, и др.).

Перечень цифровых технологий, применяемых в отечественном сельском хозяйстве обширен. Исследователи затрагивают вопросы роботизации отрасли (в частности применение уже упомянутых сельскохозяйственных дронов, Интернета вещей), точного земледелия, программирования урожая, и др. Однако применение этих инноваций рассматривается скорее в перспективном ключе, главной задачей в современных условиях исследователи считают использование цифровых инноваций в целом (автоматизация и компьютеризация производства, мониторинг сельскохозяйственных показателей).

Возможность повышения уровня цифрового сельского хозяйства на данном этапе может стать научно-исследовательская кооперация с дружественными странами, например, с Китайской Народной республикой. Однако учитывая критическое значение отечественного сельского хозяйства для мировой экономики, вопросам цифровизации отрасли следует уделить первостепенное внимание.

Институциональный вектор цифровизации сельского хозяйства Калининградской области задаётся региональной программой «Цифровая трансформация» [4]. Сельскохозяйственная отрасль рассматривается в документе как одна из приоритетных для развития информатизации, с применением цифровых технологий и платформенных решений. Также отмечается необходимость подготовки высококвалифицированных кадров для цифровой экономики. В ежеквартальном динамическом рейтинге цифрового развития АПК за 2 квартал 2023 года Калининградская область находится в «зелёной зоне» [5], что говорит о высоком уровне внедрения цифровых инноваций в агрокомплекс в целом.

Широкая разработка цифровых сельскохозяйственных решений в Калининградской области пока не ведётся, однако имеется значительный потенциал в этой сфере: в регионе расположены 3 высших учебных заведения, где ведётся подготовка научно-исследовательских, инженерных и сельскохозяйственных кадров высокой квалификации. Специализированная цифровая подготовка в ходе обучения в средних учебных заведениях, на курсах ДПО является перспективным путём развития отрасли. Повышение кооперации в сфере цифрового сельского хозяйства может создать прочный фундамент для устойчивости отрасли.

В Калининградской области отмечается высокий уровень распространения продвинутых технологий связи. Один из крупнейших операторов связи России, МТС, заявляет о покрытии значительной части

территории региона связью стандарта NB-IoT (Интернет вещей) [6], позволяющей создавать крупные сетевые формы взаимодействия цифровых устройств на широкой территории. Особенности данного стандарта связи ограничивают возможности его использования на облесённых территориях, однако значительная часть сельскохозяйственных угодий региона, урбанизированных территорий попадает в зону покрытия. Так наибольшие преимущества при внедрении цифровых технологий в сельское хозяйство могут получить периферийные Озёрский и Гусевский районы, пригородные муниципалитеты Калининградской агломерации. В то же время Полесский, Краснознаменский, Нестеровский районы, будучи развитыми в сельскохозяйственном плане в перспективе могут столкнуться со сложностями во внедрении цифровых решений.

4. Заключение

Калининградская область является потенциальным акцептором цифровых сельскохозяйственных инноваций. Несмотря на низкий уровень генерации сельскохозяйственных цифровых инноваций, регион имеет значительный потенциал для развития инженерно-технического и цифрового направлений разработки. Развитие региона как генератора инноваций во-многом зависит от заинтересованности ключевых сельскохозяйственных игроков региона.

Калининградская область имеет высокий потенциал для внедрения цифровых сельскохозяйственных инноваций: широкое распространение первичного звена для масштабной цифровизации – Интернета вещей (NB-IoT) в значительной мере сглаживает цифровой разрыв в сельском хозяйстве региона. Перспективное цифровое развитие сельского хозяйства региона будет зависеть от грамотной политики в отношении трудовых ресурсов, а также финансовых факторов.

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**Section 17. Les pays en développement sur
la voie du bien-être Universel et du progrès:
dédiés au 100e anniversaire de la Naissance de V.F. Stanis**

**Developing countries on the path to prosperity and progress:
to the 100th anniversary of V.F. Stanis**

**Секция 17. Развивающиеся страны на пути к всеобщему
благосостоянию и прогрессу:
к 100-летию со дня рождения В.Ф. Станиса**

DESAFÍOS DE LA URBANIZACIÓN EN AMÉRICA LATINA

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***Nota de indización:** El artículo aborda un tema de actualidad relacionado con la urbanización en los países de América Latina. Se analizaron los factores que influyen en el asentamiento de las personas, así como las formas de este proceso. Así, el artículo presenta un análisis de las dinámicas y tendencias de los procesos de urbanización en América Latina ocurridos durante el periodo comprendido entre 1990 y 2023.*

***Palabras clave:** Urbanización, América Latina, Tendencias de urbanización.*

1. Introducción

El reasentamiento de la población es uno de los procesos más importantes que tienen lugar en el contexto de la globalización moderna. Lo anterior se debe a una serie de factores. *En primer lugar*, el proceso de desplazamiento de personas tiene un impacto significativo en el estado socioeconómico tanto de la sociedad que vive en un territorio determinado como del Estado en su conjunto. *En segundo lugar*, la dispersión de la población tiene un impacto directo en el estado del medio ambiente y la ecología. El movimiento activo conduce al consumo de más recursos naturales en un área determinada y,

en consecuencia, a un deterioro en la calidad de vida de la población. La ONU señaló el hecho de que la urbanización en constante progreso en América Latina tiene una naturaleza variable, incluso debido a la intervención activa del factor humano en el medio ambiente natural, lo que conlleva el adelgazamiento de los recursos y su carencia en el futuro. [5]

Este artículo se centrará en este último aspecto, es decir, el movimiento de personas de las zonas rurales, lo que se denomina *urbanización*.

2. Metodología y datos

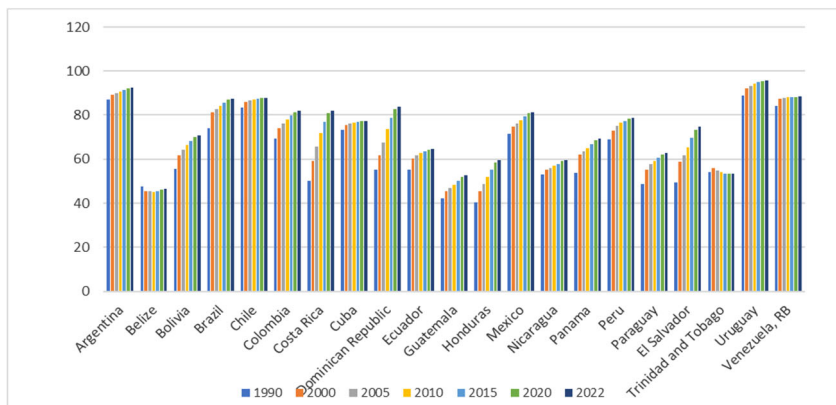
El estudio se realizó con datos del Banco Mundial. Durante el trabajo se utilizaron métodos como el análisis, el sistema, la deducción y la inducción, la comparación para proporcionar un análisis integral del proceso de urbanización en América Latina.

3. Resultados y discusión

El hecho de que la región latinoamericana es única en el proceso de urbanización ha sido reiteradamente enfatizado en la comunidad científica. Por ejemplo, O. A. Zhirnov señaló que "en la formación de las principales proporciones del paisaje urbano del mundo, América Latina (AL) tiene un conjunto de características específicas en el desarrollo de la urbanización". [2]

En primer lugar, consideremos y estudiemos el indicador que refleja el número de personas que viven en los territorios ubicados dentro de las ciudades de los países latinoamericanos. Los resultados se muestran gráficamente en la Figura 1.

Gráfica 1. Población urbana en los países de América Latina de la población total, %



Fuente: Elaboración propia a partir de datos abiertos del Banco Mundial. [Recurso electrónico]. – URL: <https://data.worldbank.org/indicator>

Sobre la base del diagrama proporcionado, se pueden extraer una serie de conclusiones importantes para el estudio.

Todos los estados representados han experimentado cambios significativos en cuanto al aumento de la población urbana. Las excepciones son dos países en los que se ha desarrollado la situación opuesta:

- Trinidad y Tobago es un país ubicado en el Caribe y tiene una tendencia desigual de movimiento de población dentro y fuera de la ciudad: en los primeros 10 años del estudio, hubo una afluencia del 1,5%, mientras que en los siguientes 5 años alrededor del 1% de la población abandonó el área urbana, lo que todavía era el caso en 2010; [1]

- Belice es un estado en el que la salida de la población urbana en 1990-2015 ascendió a alrededor del 2% de la población. Estas pérdidas no se han repuesto hasta el día de hoy, ya que el curso de recuperación se tomó recién en 2020.

Con respecto a otros países, se puede decir que la población urbana no hace más que aumentar, pero las tasas son diferentes. Por ejemplo, en Cuba, su crecimiento anual en 1990-2022 promedió alrededor del 2% de la población total que vive en zonas urbanas, por lo que este estado puede ser reconocido como el más "pacífico" en este contexto. En Guatemala, la dinámica es periódica, ya que en ciertos años el aumento aumentó de 2% a 4% en comparación con otros en los que las ciudades ganaron el menor número de nuevos residentes.

La menor diferencia en el porcentaje (incluido el número de personas) de la población urbana entre los países latinoamericanos se observa en Argentina, donde el aumento general fue de más del 6% entre 1990 y 2022. De esto se deduce que el proceso de urbanización es más activo en la República Dominicana (un aumento del 28%) y, en consecuencia, pasivo en Argentina.

Si consideramos el número de habitantes del asentamiento más grande de los países de la región latinoamericana, podemos decir que la dinámica es desigual, y hay entradas y salidas periódicas de la ciudad. A su vez, otros países (por ejemplo, Bolivia) en los últimos años se han caracterizado exclusivamente por la salida de la población. Paraguay es el estado más dinámico, en la ciudad más grande cuyo porcentaje de población aumentó un 26% entre 1990 y 2022. La mayor salida del asentamiento más grande se observó en El Salvador, donde en 1990 fue del 36,6%, y en 2022 del 23,4% (la cifra disminuyó un 13,2%)

En la República Dominicana, el crecimiento de la población urbana es extremadamente alto, al igual que en El Salvador. De lo anterior se desprende que la mayor densidad la poseen los estados con una superficie grande (en comparación con la de otros estados de la región latinoamericana), lo que se debe a la alta tasa de migración a las ciudades desde las zonas rurales y al alto nivel de urbanización.

A pesar del alto nivel y la constante afluencia (en su mayoría) de población a las zonas urbanas, el nivel de vida en la región latinoamericana sigue siendo bajo, lo que obliga a los ciudadanos a vivir en barrios marginales.

4. Conclusión

La urbanización es uno de los procesos más llamativos de migración interna. Una tendencia igualmente importante en el proceso de urbanización en los países de América Latina es la disminución de la participación de las ciudades más grandes en varios países (Bolivia, Nicaragua, México, El Salvador), es decir, el proceso opuesto al movimiento de la población de las zonas rurales: la ruralización (contraurbanización).

Del estudio dedicado al análisis de los principales indicadores de urbanización, el hecho más evidente fue que en los años 90 del siglo pasado, la diferencia entre la población "verdaderamente urbana" y la "recién llegada" que se trasladó a las zonas pobres - barrios marginales se sintió especialmente agudamente, después del aumento de la proporción de la población urbana, las autoridades de los estados tuvieron que "lanzar" cada vez más fuerzas para resolver el problema de la población que vive en los barrios marginales.

En general, es posible observar cambios significativos que se han producido en el contexto de la migración de los ciudadanos a un nuevo lugar de residencia.

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ДИНАМИКА ЗАБОЛЕВАНИЙ ВИЧ-ИНФЕКЦИЯМИ В ЮЖНОЙ АФРИКЕ (2010–2022)

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Аннотация: В данной статье будет продемонстрирована и проанализирована динамика заболеваний ВИЧ инфекциями в Южной Африке с 2010 по 2022, в следствии данного анализа будут сделаны советующие выводы и умозаключения, которые помогут понять суть проблемы данного исследования.

Ключевые слова: ВИЧ, СПИД, Южная Африка, заболеваемость, эпидемия, динамика, факторы, снижение, проблемы.

1. Введение

В 1982 году в Южной Африке были зафиксированы первые случаи заражения ВИЧ среди гомосексуальных мужчин. Власти в 1987 году приняли жесткие законы, направленные на контроль эпидемии: один из них предусматривал возможность карантина для подозрительных на инфекцию, а другой создавал категорию "запрещенных лиц", включая зараженных. В это время многие мигранты из соседних стран подвергались принудительным тестам на ВИЧ и, при выявлении инфекции, были депортированы. С началом 1990-х наступили перемены в политической обстановке, но практика принудительных тестов осталась, что способствовало массовым увольнениям инфицированных работников [1].

2. Данные и методология

Были проанализированы результаты исследования, проведенного Советом по исследованиям в области гуманитарных наук, о распространенности ВИЧ во всех девяти провинциях ЮАР.

Количество людей с положительным ВИЧ-статусом значительно сократилось к 2022 году, начиная с 2017 года. Ученые выявили несколько факторов, способствующих этому уменьшению: снижение заболеваемости ВИЧ, уменьшение числа зачатия детей, рожденных с ВИЧ, и уменьшение смертности от СПИДа.

Кроме того, люди с ВИЧ теперь живут дольше. Профессор Хангелани Зума отмечает, что “эпидемическая кривая свидетельствует о старении пациентов с ВИЧ, которые продолжают жить дольше благодаря стабилизации эпидемии” [2].

По результатам исследования [2] ученые обнаружили, что практически 90% взрослых людей с ВИЧ в Африке были осведомлены о

своим статусе. Из них 91% принимали антиретровирусную терапию (АРТ), и у 94% удалось достичь подавления вирусной нагрузки. Ключевым фактором успеха оказалось изменение подхода к лечению с 2016 года, когда принято было предоставлять АРТ всем нуждающимся, независимо от клинического статуса.

В 2022 году ученые также выявили, что у женщин чаще всего удавалось подавить вирусную нагрузку (примерно 81%), в то время как у мужчин в возрасте от 25 до 34 лет этот показатель был самым низким.

Еще одним важным выводом было то, что около половины молодых людей в возрасте от 15 до 24 лет в 2022 году приняли решение о циркумцизии, что на 7% больше, чем пять лет назад. Это способствовало снижению распространенности ВИЧ, так как исследования показали, что обрезание может снизить риск гетеросексуальной передачи вируса примерно на 60%.

3. Результаты и обсуждение

По данным Всемирного Банка в период с 2010–2022 года в Южной Африке наблюдается незначительное увеличение распространенности ВИЧ на 2%, однако этот процент идет на снижение в последний год на 0,1%. Так же присутствует практически неизменная доля женщин в возрасте 15 лет и старше, которые живут с ВИЧ, этот показатель довольно большой и варьируется в пределах от 66,2% до 66,7%.

Сравнив данные ЮАР, Мозамбик, Намибию, Ботсвану и Зимбабве можно сделать вывод, что в период 2010–2022 года в ЮАР самый большой процент инфицированных, при чем в основном это девушки старше 15 лет. На втором месте стоит Намибия, на третьем Мозамбик. Ботсвана и Зимбабве примерно с одинаковыми результатами.

Несмотря на значительные усилия в области вакцинации, проблема низкой приверженности к вакцинации остается актуальной. В развитых странах доля привитого населения приближается к 100%, в то время как в Южной Африке она остается недостаточно высокой [3]. Это связано с проблемами логистики поставок медицинских препаратов, несовершенством медицинской инфраструктуры и низким уровнем информированности населения о важности вакцинации. Необходимо повышать осведомленность об эффективности вакцин, которые способны снизить заболеваемость, смертность и финансовую нагрузку на общество и систему здравоохранения [4].

Исследование, проведенное в 2020 году, выявило, что хотя количество новых случаев заражения ВИЧ снижается [5], а число людей, получающих антиретровирусное лечение, увеличивается, все еще существует ряд препятствий для эффективной борьбы с этим заболеванием. Главным образом, это связано с гуманитарными

проблемами, вызванными вооруженными конфликтами, постоянным перемещением населения, недостатком продовольствия, что способствует увеличению проституции и межобщинных беспорядков в некоторых странах региона. Снижение уровня заболеваемости туберкулезом и ВИЧ и СПИД наблюдается в ряде стран, таких как Гана, Бенин, Буркина-Фасо, Кабо-Верде, Мали, Мавритания, Сенегал, Того. Этот обзор подчеркивает необходимость дальнейших программ профилактики и лечения различных инфекционных заболеваний, а также мобилизации новых инвестиций для их борьбы. Анализ результатов ЦРТ показал улучшение ключевых показателей систем здравоохранения в странах Африки, включая снижение коэффициента смертности взрослого населения и детской смертности, что указывает на положительные тенденции в области здравоохранения.

Международные организации здравоохранения предлагают стратегию борьбы с ВИЧ, основанную на использовании антиретровирусной терапии для снижения распространения инфекции. Однако ученые из Университета Калифорнии в Лос-Анджелесе утверждают, что эта стратегия может не сработать в развивающихся странах, особенно в Лесото, где сложности с доступом к лечению затрудняют борьбу с эпидемией. Исследование, опубликованное в журнале *Science Translational Medicine*, показывает, что в Лесото многие ВИЧ-инфицированные не получают необходимое лечение из-за децентрализованной системы здравоохранения и отдаленности мест проживания. Ученые использовали данные переписи 2010 года и другие исследования для создания карты распределения инфекции в стране, выявив, что большинство зараженных живут в сельской местности, что способствует распространению вируса [5].

Выяснилось, что для диагностики и лечения большинства инфицированных необходимо добираться до отдаленных районов с низкой плотностью населения. Ученые предложили оптимизировать подход «лечение как профилактика», распределяя лекарства в соответствии с пространственным распределением больных. Это позволит эффективнее бороться с эпидемией ВИЧ в Лесото и других развивающихся странах.

4. Заключение

Исследование динамики заболеваний ВИЧ-инфекцией в Южной Африке с 2010 по 2022 год позволяет сделать следующие выводы, что в данного периода наблюдается постепенное уменьшение роста числа случаев ВИЧ-инфекции в регионе, но оценка по сей день высокая. Данная динамика свидетельствует о необходимости усиления мер по профилактике и контролю данного заболевания. Особое внимание следует

уделить просветительской работе среди населения, а также повышению доступности средств защиты от инфекции.

Одним из важных факторов, способствующих распространению ВИЧ-инфекции, является наличие паразитических инфекций. Исследование, проведенное в Замбии, показало, что у носителей ВИЧ с антителами к шистостомам увеличивается вероятность заражения и уменьшается минимальная доза вируса, необходимая для инфицирования. Это подчеркивает важность комплексного подхода к профилактике и лечению инфекций.

Дальнейшие исследования в области динамики заболеваний ВИЧ-инфекцией в Южной Африке должны быть направлены на выявление новых факторов риска, разработку эффективных программ профилактики и лечения, а также повышение осведомленности населения о методах предотвращения инфекции.

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LA THÉORIE DE RÉGULATION EN TANT QU'OUTIL D'ANALYSE ET DE LA PRISE DES DÉCISIONS POLITIQUES

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Abstract: *L'étude pose la question suivante : Quelles sont les institutions de base, nécessaires d'une économie capitaliste ? À quelles conditions une configuration de ces institutions engendre-t-elle un processus d'ajustement économique doté d'une certaine stabilité dynamique ? Sous l'impact de quelles forces les institutions du capitalisme se transforment-elles ? Dispose-t-on d'outils permettant d'examiner la viabilité et la vraisemblance de différentes formes de capitalisme ?*

Les mots clés: *théorie néoclassique; orthodoxie; croissance; libéralisme; keynésianisme; mondialisation; institutions; viabilité; fordisme; théorie; théorie de la régulation; régime d'accumulation; mode de régulation; marché.*

1. Introduction

La crise des paradigmes économiques à la fin des années 1970 en Europe occidentale et dans les années 1980-1990 en Russie a nécessité le développement de nouvelles approches pour analyser la réalité économique. Cette époque a largement été caractérisée par le retour aux positions orthodoxes de la théorie économique néoclassique. Le capital financier, l'ouverture des marchés internationaux et la mondialisation ont jeté les bases du passage du vieux modèle de capitalisme administré de type keynésien à l'économie néolibérale des dernières décennies du XXe siècle. Parallèlement à cette transition, en France, des économistes comme R. Boyer et M. Aglietta ont développé la théorie de la régulation, qui propose une manière alternative d'analyser l'économie dans son ensemble et la politique économique en particulier.

2. Results and Discussion

Bien que n'étant pas une théorie marxiste, la théorie de la régulation trouve ses origines dans les travaux de Karl Marx et cherche à adapter certains de ses concepts à la réalité de la fin du XXe et du début du XXIe siècle, en tenant compte des outils économiques modernes, des travaux en sociologie économique, ainsi que des contributions des structuralistes de l'école de Harvard aux États-Unis.

La théorie de la régulation cherche à comprendre et à expliquer le fonctionnement des économies capitalistes, ainsi que les crises qu'elles rencontrent périodiquement. Elle s'inscrit dans le cadre plus large des théories économiques contemporaines qui analysent les défis auxquels sont confrontées les économies de marché.

L'objectif principal de la théorie de la régulation analysée sous l'angle de la politique économique est d'identifier les institutions fondamentales nécessaires à l'établissement d'une économie capitaliste stable, ainsi que les conditions sous lesquelles ces institutions engendrent un processus d'ajustement économique dynamique et relativement stable. Cette approche vise également à expliquer l'émergence périodique de crises au sein des régimes de croissance économique et à examiner les forces qui conduisent à la transformation des institutions capitalistes.

La théorie de la régulation considère que le marché n'est pas simplement une entité spontanée (ainsi qu'il a été montré par la théorie néoclassique), mais plutôt une construction sociale, comme le supposent les théoriciens de la sociologie économique. Elle met en évidence l'importance des institutions cachées telles que le régime monétaire, la définition de la qualité des biens, et les mécanismes d'interaction stratégique entre les acteurs économiques pour assurer le fonctionnement efficace du marché.

Un aspect crucial de cette théorie est l'analyse des relations salariales et de la concurrence économique. Elle souligne l'importance des dispositifs juridiques, organisationnels et institutionnels pour réguler les conflits entre travailleurs et employeurs, ainsi que pour garantir des conditions de concurrence équitables sur le marché. En dépassant l'approche purement quantitative de la théorie néoclassique, la théorie de la régulation propose la synthèse qualitative avec les idées de la sociologie économique.

La théorie de la régulation met en exergue les notions dont les origines sont proches de la théorie marxiste : le régime d'accumulation et le mode de régulation. Le premier décrit les mécanismes de coordination économique, et le deuxième décrit les modèles de croissance à long terme. La théorie identifie les différents régimes d'accumulation, tels que le fordisme, caractérisé par une complémentarité entre la consommation de masse et l'investissement, et la financiarisation, qui met l'accent sur le rôle croissant du secteur financier dans l'économie.

Enfin, la théorie de la régulation met en évidence les sources et les manifestations des crises économiques, en soulignant l'importance des déséquilibres structurels résultant des caractéristiques des institutions capitalistes. Elle se différencie de l'approche des ondes longues de Kondratiev et des cycles de Schumpeter. La crise d'accumulation (suraccumulation) débouche sur la crise de la viabilité des institutions. Elle examine les réponses politiques et économiques à ces crises, en mettant en lumière les limites des

politiques de relance traditionnelles et les défis posés par les changements structurels à long terme dans l'économie mondiale dans les années 1980-1990.

3. Conclusion

Dans le contexte de la crise du modèle économique néolibéral, la théorie de la régulation peut être considérée comme un outil alternatif d'analyse de la politique économique. L'ampleur des transformations mondiales depuis 2020 rend cette question pertinente non seulement pour les pays en voie de développement, mais aussi pour les pays développés. Par exemple, une prise en compte plus complète de l'aspect institutionnel, à l'instar de la théorie de la régulation, permettrait de prendre des décisions politiques en tenant compte d'une série de facteurs qualitatifs et quantitatifs, sans se baser uniquement sur les positions quantitatives de la théorie économique néoclassique.

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CRITIQUE DE LA THEORIE DE L'EFFICIENCE DES MARCHES FINANCIERS ET L'INTRODUCTION DE LA RATIONALITE AUTOREFERENTIELLE

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Abstract: *Ce document analyse l'attitude d'André Orléans à l'égard du système de marché, examine de manière critique la théorie des marchés financiers efficaces et analyse la théorie de la rationalité autoréférentielle.*

***Les mots clés:** efficience, marchés financiers, théorie, valeur fondamentale, valeur spéculative, information, marche aléatoire, actifs, prix, anticipations, liquidité, autoréférentialité.*

1. Introduction

Durant des siècles de nombreux scientifiques avaient pour objectif de comprendre le fonctionnement des marchés des capitaux et de pouvoir expliquer le comportement des intervenants. Au cours du XX^{ème} siècle de grandes avancées ont pu être faites grâce aux économistes tels que : Eugene Fama, André Orléan.

2. Results and Discussion

L'hypothèse de l'efficience des marchés financiers (EMH) a été créée par Eugene Fama dans son célèbre article « Efficient Capital Markets : A Review of Theory and Empirical Work » dans lequel l'auteur a défini les conditions d'un marché efficient. Selon cette théorie, les prix des actifs financiers incorporent toute l'information disponible et constituent une bonne estimation de la «valeur fondamentale» de l'actif financier. La valeur fondamentale est décrite comme la capacité d'une firme à générer des profits, sous sa forme mathématique, c'est la somme actualisée de tous les revenus générés au cours d'une vie d'un actif. Ces revenus sont les dividendes et le prix de vente anticipés. La prévision des revenus futurs est rendue possible grâce à l'hypothèse de la gratuité et de l'exhaustivité de l'information. De cette manière, les agents utilisent toute l'information disponible pour former leurs anticipations et ces anticipations sont une meilleure prévision du futur. Ainsi, les acteurs sont dotés de la rationalité au sens des «anticipations rationnelles» mises en évidence par John Muth en 1961.

Les prix des actifs évoluent selon le principe de «random walk», avancé par un économiste Jules Regnault en 1863 et par un mathématicien Louis Bachelier qui publia en 1900 la «Théorie de la spéculation». Eugene Fama a formalisé cette notion de la «marche aléatoire» en ajoutant l'imprévisibilité des prix aux conditions de l'existence d'un marché efficient.

«La théorie de l'efficience des marchés financiers» a subi d'importantes critiques de la part des différents économistes tels que: Robert Shiller et André Orléan. Les deux scientifiques ont insisté sur la prise en compte insuffisante des aspects cognitifs des acteurs intervenants sur les marchés financiers. En se basant sur les idées keynésiennes André Orléan a introduit deux types du comportement sur les marchés, celui de l'entreprise et celui de la spéculation. Il s'est avéré que sur les marchés, les agents cherchent à maximiser la rentabilité à court terme donc les individus observent l'évolution des prix ou des «croyances du marché». Ainsi, André Orléan constate le passage de la «valeur fondamentale» à la «valeur spéculative» en raison de la négociabilité des titres. La rationalité «fondamentaliste» a cédé la place à la rationalité «autoréférentielle». Selon cette

dernière, les agents cherchent à être aligné avec l'opinion majoritaire du marché tout en sachant la «valeur fondamentale» de l'actif concerné. En effet, il s'agit du phénomène du «mimétisme» basé sur les croyances de deuxième degré.

Dans cette analyse, la liquidité joue un rôle clé car elle qui permet à la fois de rendre les investissements négociables et de créer au travers le marché une évaluation de référence («valeur de norme»). La convention («valeur de norme») une fois établie reste en vigueur jusqu'à la crise autoréférentielle qui émerge lorsque les acteurs des marchés des capitaux ont surestimé les risques et étaient suffisamment pessimistes quant à l'avenir.

3. Conclusion

Après avoir étudié le comportement des acteurs et le fonctionnement des marchés financiers il est possible de déduire que les investisseurs prennent en compte d'autres facteurs comme la réputation ce qui peut augmenter le risque de l'entreprise dans les pays en voie de développement.

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Section 18. Changamoto na matarajio ya Afrika ya kisasa (Challenges and prospects of modern Africa)

Секция 18. Вызовы и перспективы современной Африки

AFRIKA TUNAYOITAKA CHANGAMOTO NA MATARAJIO YA AFRIKA YA KISASA

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***Muhtasari:** Afrika, bara lenye utajiri wa tamaduni anuwai na maliasili, linakabiliwa na changamoto nyingi kijamii, kiuchumi na kisiasa. Umaskini, njaa, maradhi, migogoro ya kisiasa, kiwango cha juu cha vifo na makadirio ya chini ya umri wa kuishi, hizi siyo changamoto zinazoikumba Afrika, bali ni matatizo yanayotokana na changamoto halisi, zinazoikumba Afrika. Makala hii inalenga kuhamasisha vijana na Waafrika kwa ujumla, katika kutekeleza Ajenda ya Afrika mpya kuelekea 2063. Aidha, inachunguza changamoto na matarajio ya Afrika ya sasa, na kutoa mapendekezo yenye mlengo wa kujenga Afrika yenye nguvu, mshikamano na maendeleo endelevu.[2]*

***Maneno muhimu:** Utengano, Utambuzi wa Wataalamu, Uongozi, Uharibifu wa Mazingira, Uwezeshwaji wa Vijana.*

1. Utangulizi:

Miaka ya 1970, nchi za Kiafrika zilikuwa na Pato la Taifa sawa na Asia, lakini sasa zimeachwa nyuma. Leo, nchi nyingi za Kiafrika bado ziko kwenye umaskini, huku zikikabiliwa na changamoto za kimaendeleo. Makala hii inachunguza changamoto na matarajio ya Afrika ya sasa, ikilenga uongozi na uwezeshwaji wa vijana. Kwa kushughulikia changamoto hizi na kutumia matarajio yanayovutia, Afrika inaweza kuwa imara na yenye kujitegemea. [6]

2. Changamoto zinazoikabili Afrika ya sasa:

a) Utengano:

"Afrika iliyotengana, ni rahisi kutawaliwa na tamaduni za watu wengine, kwani Vita vya panzi ni furaha ya kunguru" (PLO Lumumba, 2023).[4]

Utengano katika nchi za Afrika unaleta changamoto kubwa kwa maendeleo. Madhara yake ni pamoja na kuzuia mwingiliano huru kati ya raia wake, kudhoofisha soko huria miongoni mwa Waafrika, kudumaza uchumi, na kupunguza ubora wa mawasiliano kati ya nchi za Kiafrika. Changamoto hizi husababishwa na mambo kama vile:

i) *Vizuizi vya Viza:* Vizuizi vya viza ni kikwazo kikubwa katika usafirishaji wa watu na bidhaa katika mipaka ya Kiafrika. Hivyo, kuzuia soko huria la ndani na kuifanya Afrika kuwa tegemezi wa bidhaa kutoka Ulaya, Uchina na Marekani. Aidha, ukanda, unatufanya waafrika tubaguane kwa uraia wa nchi zetu, ingawa watu wa nje ya Afrika, hututambua kama Waafrika. Hivyo, kutukumbusha kuwa Afrika ni nchi moja, na watu wake ni raia wa Kiafrika. [5]

Hata hivyo, jitihada za kuondoa vizuizi hivi, zilizofanywa na nchi kama Rwanda, Burundi, Gambia, na Shelisheli, kufungua mipaka kwa kila Mwafrika; ni muhimu sana Kuelekea Afrika moja na yenye nguvu. Aidha, ni tumaini langu kuwa, katika siku za usoni, Afrika itakuwa ni nchi moja, na yenye hati moja ya kusafiria kwa Waafrika wote.

ii) *Utofauti wa sarafu na Sera duni za kiuchumi:* Kukosekana kwa umoja kumesababisha kila nchi ya Afrika iwe na sarafu yake, ambayo thamani yake hushuka kila mara. Kwa kiasi fulani, sarafu ya Marekani imekuwa silaha ya kijiografia na kisiasa dhidi ya sarafu za ndani ya Afrika. Hivyo, kupanda kwa viwango vya ubadilishanaji wa fedha, kumedhoofisha sana thamani ya sarafu za Kiafrika. Hali hii inaendeleza udumavu wa Uchumi na kuzuia juhudi za maendeleo.

Hata hivyo, jitihada za jumuiya ya Afrika Mashariki kuelekea sarafu ya Pamoja ni za kuthaminiwa, kwani ni hatua muhimu katika kufikia azma ya Afrika yenye umoja. Kadhalika, kipaumbele cha Afrika kinatakiwa kuwa umoja wa sera za kiuchumi na kufikiri juu ya kutumia sarafu moja yenye kutegemezwa na dhahabu, kwani, Afrika ni bara pekee lenye hazina kubwa ya dhahabu ulimwenguni. Kwa kufanya hivyo, Afrika itaweza kufikia mlengo wa kujitegemea, na kuwa imara na yenye nguvu. [5]

iii) *Vikwazo vya Kimawasiliano:* utofauti wa misimbo ya mitandao ya simu na matumizi ya lugha za kikoloni, ni ushahidi juu ya mgawanyiko na vikwazo katika mawasiliano. Lugha za kikoloni zimekuwa lugha rasmi kwa miongo mingi, huku teknolojia ya mawasiliano kimtandao ikizidi kutugawa. Utofauti wa misimbo ya mitandao katika kila nchi, ni Ushahidi wa kutofautiana katika masafa ya satelaiti. Hali inayopelekea kuwa na miunganisho dhaifu ya intaneti kati ya nchi na nchi, hivyo kupwaya kwa ufanisi wa mawasiliano ya kimtandao baina ya nchi za kiafrika. Ikilinganishwa na nchi kama Marekani (+1), Urusi (+7) na India (+91), zina msimbo mmoja kimtandao,

ishara ya mfanano wa masafa ya satelaiti, na kusababisha, ufanisi mkubwa kimawasiliano na kimtandao.

Kukabiliana na changamoto hizi kunahitajika juhudi za pamoja zenye mlengo wa Afrika moja, ikiwezekana, kuwe na setilaiti yenye masafa mamoja na msimbo mmoja wa simu katika mawasiliano ya kimtandao, kwani, kwa sasa Afrika ina zaidi ya misimbo Hamsini (50) ya mitandao ya simu, inayo dhihirisha utengano. Pia, kwa upande wa lugha, Afrika inapaswa kukuza matumizi ya lugha za ndani au kuchagua lugha rasmi ya Kiafrika, itakayo kuwa ishara ya umoja, uzalendo na utambulisho wa Mwafrika duniani.

Hivyo ndivyo Afrika inaweza kushinda vikwazo vinavyoletwa na mfarakano, na kutambua uwezo wake kama nguvu kubwa ya mema duniani sawasawa na maono ya aliyewahi kuwa Rais wa Ghana, ndugu Francis Kwame Nkrumah, *"Tukigawanyika sisi ni dhaifu; tukiungana, Afrika inaweza kuwa moja ya nguvu kubwa ya mema duniani"* (Kwame Nkrumah, 1961). [5]

b) Kutothaminiwa kwa wataalamu wa Kiafrika:

Rais wa Shirikisho la Urusi, ndugu Vladmri Putin aliwahi kusem, *"Afrika haitajitegemea kamwe kwa sababu wanaamini zaidi katika Ulaya, Marekani na Uchina kuliko wao wenyewe. Hata wanateknolojia wao hawapewi fursa za kufanyia kazi mambo waliyosomea."*

Kutotambuliwa kwa wataalamu wa Kiafrika, huendeleza mzunguko wa utegemezi na kuzuia matarajio ya maendeleo ya bara la Afrika. Hivyo, wataalamu wengi na wenye ujuzi kutafuta fursa bora nje ya nchi, jambo linalopelekea mambo kama; -

i) *Kudumaa kwa teknolojia:* kuondoka kwa wataalamu wenye ujuzi kunainyima Afrika uwezo wa kujitegemea kiteknolojia, kwani utaalamu mwingi unaohitajika katika uvumbuzi na kuendeleza teknolojia hutokomea ughaibuni hata kupelekea Afrika kubaki tegemezi wa misaada kutoka nchi za Magharibi.

ii) *Kudhoofika kwa Taasisi:* Upungufu wa wataalamu na watu wenye ujuzi, umeifanya afrika kuwa dimbwi la taasisi nyingi zenye uwezo hafifu katika kutatua changamoto za mwafrika. Aidha, masuala kama elimu na afya, yameendelea kuwa mambo mtambuka barani Afrika.

iii) *Biashara ya Rasilimali:* Profesa PLO Lumumba aliwahi kusema *"Afrika hutumia kile isichozalisha na kuzalisha kile isichotumia."* Teknolojia duni inayotokana na Kutothaminiwa kwa wataalamu wa Kiafrika imeendeleza *kitendawili cha laana ya maliasili*, kwani Afrika imebaki kutegemea katika usafirishaji wa rasilimali, bila kufikiri namna ya kuiongezea thamani, jambo linaloendeleza utegemezi na kukuza mduara wa umaskini katika nchi za Kiafrika.

iv) *Kupoteza Vipaji*: Licha ya Afrika kuwa na vijana wengi wabunifu, utambuzi duni umesababisha kutowatumia ipasavyo. Aidha, wengine huondoka Afrika. Kwa mfano, *Ernest Andrew wa Malawi alitengeneza jenereta inayotumia hewa*, cha ajabu wanasayansi wa Marekani pekee ndiyo walimtambua na kuufanyia kazi uvumbuzi wake. *Nchini Kenya, David Gathu na Moses Kiuna walitengeneza mikono ya bandia ya bio-roboti inayoendeshwa na ishara za ubongo*, Hii yote ni kuonyesha uwezo wa Mwafrika katika uvumbuzi wa kiteknolojia. Pia, *Maxwell Chikumbutso wa Zimbabwe, alivumbua TV, gari, na jenereta inayotumia masafa ya redio katika kuzalisha umeme*. Licha ya uvumbuzi wake, alikabiliwa na changamoto ya kukataliwa na Waafrika wenzake, kwani walitilia mashaka uhalali wa kazi yake, ni wanasayansi wa Uingereza pekee walioweza kuthibitisha uthabiti wa uvumbuzi wake.

Kwasababu hiyo, Afrika ina haja ya kuunda mazingira mazuri ya kuhifadhi na kukuza vipaji, pamoja na kuwekeza katika elimu, utafiti na miundombinu. Kwa kukuza vipaji vya nyumbani na kukuza utamaduni wa uvumbuzi, Afrika inaweza kutumia uwezo wake kamili na kufikia matarajio yake. [3]

c) Uhafidhina wa kidini usiokuwa wa kawaida:

Profesa Lumumba aliwahi kusema "*Maombi bila kazi ni ushirikina*". Katika bara la Afrika, ulevi wa dini umekuwa janga jipya. Ingawa dini inaweza kuwa kitulizo, mazoea yanayotanguliza mambo ya kidini kupindukia, yanachangia kukuza umaskini. Ni muhimu kutambua kwamba ukuaji wa uchumi unahitaji kuzingatia teknolojia na uvumbuzi zaidi, kuliko theolojia. [4]

d) Utawala mbovu na uchu wa madaraka:

Rais Putin aliwahi kusema, "*Ardhi ya Afrika inaweza kulisha Ulaya, Amerika na Asia nzima, lakini shida yao ni moja tu, 'VIONGOZI WAO'.*"

Ingawa Afrika ina 27% ya ardhi yenye rutuba duniani, inazidiwa uwekezaji katika kilimo na Israeli, ambayo 60% ya ardhi yake ni jangwa. Hii yote ni kwasababu ya uongozi mbaya. Kutokana na utawala mbovu uliojaa rushwa, ufasidi, uchu wa madaraka na kukosa malengo ya muda mrefu ya kimaendeleo, Afrika imeendelea kubaki katika mnyororo wa umaskini na utegemezi. Kwa mujibu wa chapisho la Abu Zaid, Mahfouz na Agouza (2021), Afrika imekuwa ikipokea misaada kutoka nchi za nje takribani Billioni 133.9 USD kila mwaka, pamoja na fedha hizo, kiasi kikubwa pia hutoka barani Afrika kila mwaka, takriban Billioni 191.9 USD kwa njia za ulipaji wa deni, faida za makampuni ya kimataifa, na mtiririko wa fedha haramu na kusababisha hasara ya takriban Billioni 58 USD. Hivyo, Afrika kuendelea kuwa shamba la bibi kwa nchi za Magharibi [1,3].

3. Matarajio ya wakati ujao:

a) Uwezeshaji wa Vijana:

Idadi ya vijana barani Afrika inatoa mgao wa kidemografia ambao, ukitumiwa ipasavyo, unaweza kuendeleza uvumbuzi, ujasiriamali na ukuaji wa uchumi. Uwekezaji katika elimu, ukuzaji ujuzi na teknolojia, ni muhimu ili kufungua faida hii ya kidemografia na kuwawezesha vijana wa Afrika kuwa washiriki hai katika uchumi wa dunia.[2]

b) Mapinduzi ya Kidijitali:

Mapinduzi ya kidijitali yanatoa fursa mpya, ambazo hazijawahi kushuhudiwa barani Afrika. Upanuzi wa kasi wa teknolojia ya simu na miunganisho ya intaneti, tayari imebadilisha nyanja nyingi za jamii ya Kiafrika.

4. Hitimisho:

Afrika iko katika wakati muhimu katika safari yake ya kuelekea ustawi na umashuhuri duniani. Ingawa bara linakabiliwa na matatizo mengi, bado lina uwezo mkubwa wa kiukuaji na kimaendeleo. Kwa kukabiliana na changamoto zilizopo, Afrika inaweza kuibua uwezo wake kamili na kuwa bara lenye nguvu katika uwanja wa kimataifa.[2]

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RUSSIA-IRAN COOPERATION ON THE IMPLEMENTATION OF THE PROJECT TO CREATE A GAS HUB IN IRAN IN MASS MEDIA OF THIS COUNTRIES

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Abstract: *Russia and Iran actively cooperate in different spheres and one of the most large-scale projects is the idea of creating a gas hub in Iran. The purpose of this article is to try to systematize some mass-media views on the issue of Russia-Iran cooperation in creating a gas hub in Iran. This work makes an emphasis on media reports in 2022-2024 in Russia and Iran, countries which are directly working on creating this hub. That's really important, that there can be different assessments in state and private media, an accent can be made on different details of events or raises of officials in different sources. Based on detected statements, it is possible to draw conclusions on the position of each partner country, about perspectives and problems which they encounter.*

Key words: *Iran, Russia, gas hub, media, Russia-Iran commission, oil and gas sector*

1.Introduction

Analysis of implementations of any event in mass media is really important. It allows us to understand the view of their editors and people who sponsor them and promote their positions through this media and also to get an idea of the audience's attitude towards any important event.

The main sources that were assessed by various Internet resources, news agencies and information platforms were the statements of the leaders of Russia and Iran, officials of both countries, as well as various experts.

To analyze the positions of the media from the Russian side, the following resources were selected: the official website of the Russian Government, TASS, RBC, RT, Kommersant, Kaspiyskiy Vestnik, Neftegaz.ru etc.

From the Iranian side, Tehran Times, Mehr News Agency, Tasnim News Agency, Press TV, Iran Energy Press, Shana, IRNA, IranOilGas Network, etc.

A tool on Iran's path to becoming a gas hub is swap supplies. Their assessments on both sides are high; Iranian expert Reza Ghasemipour speaks

not only about the economic role of supplies, but also about significant political and trade benefits for the Iranian side [1]. Iranian Minister of Economy and Finance Ehsan Khanduzi confirms the Iranian position when speaking about Iran's expectations. The Russian side is more restrained. A. Novak in an interview called the swap a promising project [2], at the same time, he revealed the details of the project in more detail.

The project looks very large-scale, but the complexity of implementing such operations is obvious. Thus, Iran is under sanctions and does not have a sufficiently developed infrastructure, as noted by Russian expert K. S. Simonov [3]. Iran is taking a wait-and-see approach [4]. In the aphorism “the ball is in Russia’s court,” one can also see the Iranians’ confidence that the Russian side is also interested in the project.

If we say about general assessment of the gas hub project we can see the state's rhetoric in the words of experts and media articles. For example S. P. Mitrakhovich gave a comment which for Radio Sputnik [5]. He noted the interest of all potential project participants and big value for them. Article on Gazeta.Ru [6] called “Iran proposed to create a regional energy hub based on the SCO,” which emphasizes the interest of the Iranian side and also transmits state position.

SHANA published details of the work [7] intergovernmental commission on trade and economic cooperation. In the Iranian media one can find references to A. Novak and Javad Oudji as “co-chairs”, which is practically never found in the Russian media. It is interesting that in the Tasnim article Majid Chegini [8] notes the successes that have been achieved in the gas field under the current administration, which shows an attempt to distinguish it from other governments in the history of Iran. The article is called “Moscow proposed to create an energy hub between Iran and Russia,” which speaks of Russia’s initiative. In the expert article IranOilGas Network [9] More details have also been revealed regarding the representatives of the parties concluding agreements, both on the Russian and Iranian sides.

2. Conclusions

In general, speaking about the peculiarities of broadcasting in Russia and Iran, you should pay attention to the fact that expert media articles contain more details; Iranian ones describe in more detail the procedure for holding an intergovernmental commission, while Russian ones describe speeches by leaders. Often in the media of both sides you can find an emphasis on the partner’s interest. At the same time, in the Russian media, great emphasis is placed on the importance of Russian-Iranian cooperation for the countries and the successes of cooperation and the joint implementation of all initiatives are vividly described.

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