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## **CONFLICTS IN B2B MARKETS AND ALTERNATIVE METHODS OF THEIR JUDGING**

**Lankin Oleg A.**

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**Abstract.** The research is conducted on the basis of the methodology of the neo-institutional economic theory. The authors use the game approach (part of the Game theory during compilation of the existing (traditionally applied) and alternative (offered) methods of conflict resolution in B2B markets. Thus, conflicts in B2B markets appear due to unexpected expenditures and losses of one or both parties of business cooperation. Probability of emergence of conflicts is higher in the international B2B markets in case of independence of competitiveness and commercial effectiveness of business of seller and budget on the reputation capital, presence of intermediaries, and susceptibility of business in these markets to the influence of independent forces. The existing approaches to dispute resolution are brought down to ignoring them (acceptance of losses and refusal from the set requirements regarding their compensation) or applying to court, which leads to additional – court – expenditures and crisis of both parties. The authors offer marketing of relations as a preventive practice that precedes the alternative methods of conflict resolution in B2B markets. This method allows for compensation of losses of both parties and for prevention of their additional expenditures and crisis, as well as for provision of additional profit from strengthening of relations that are valuable for them as a basis of their competitiveness. This method envisages mutual concession for preserving the current contractual relations, which are more profitable than the market ones. It is universal – that is, it fits any conflicts – and is recommended for practical application for intensification of development of entrepreneurship and acceleration of the rate of economic growth.

**Keywords:** conflict in B2B markets; business cooperation; alternative approaches to conflict resolution; marketing of relations.

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## **КОНФЛИКТЫ В БИЗНЕСЕ С ДЕЛОВЫМИ РЫНКАМИ И АЛЬТЕРНАТИВНЫЕ МЕТОДЫ ИХ ОЦЕНКИ**

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**Аннотация.** В статье анализируются сущность, причины, последствия и факторы возникновения конфликтов между бизнесом и бизнес-рынками, а также существующие и альтернативные (более оптимальные) подходы к их регулированию для стимулирования экономического роста. Исследование

проводится на основе методологии неинституциональной экономической теории. Автор использует игровой подход (часть теории игр) при компиляции существующих (традиционно применяемых) и альтернативных (предлагаемых) способов разрешения конфликтов в бизнесе на бизнес-рынках. Отмечается, что конфликты между бизнес-рынками возникают из-за непредвиденных расходов и убытков одной или обеих сторон делового сотрудничества. Вероятность возникновения таких конфликтов на международных рынках выше в случае независимости конкурентоспособности и коммерческой эффективности бизнеса продавца и бюджета от репутационного капитала, наличия посредников, а также подверженности бизнеса влиянию независимых сил. Существующие подходы к разрешению споров сводятся к их игнорированию (признанию убытков и отказу от установленных требований по их возмещению) или обращению в суд, что приводит к дополнительным расходам и кризису обеих сторон. Автор предлагает маркетинг отношений как превентивную практику, предшествующую альтернативным методам разрешения конфликтов, что позволяет компенсировать убытки обеих сторон, а также обеспечить дополнительную прибыль от укрепления ценных для них отношений как основы конкурентоспособности. Этот метод предусматривает взаимные уступки для сохранения существующих договорных отношений, более выгодных, чем рыночные. Он универсален, подходит для любых конфликтов и рекомендован к практическому применению для интенсификации развития предпринимательства и ускорения темпов экономического роста.

**Ключевые слова:** конфликт на рынках B2B; деловое сотрудничество; альтернативные подходы к разрешению конфликтов; маркетинг отношений.

In the modern global economy, most of sectorial markets are peculiar for long chain of added value, which is caused by two reasons. The 1st reason is limitation of production and distribution of adjacent but separate business processes. Specialization in either production or distribution is usually caused either by deficit of financial resources for formation of vertically integrated business or by state anti-monopoly regulation, which prohibits simultaneous presence of the company in several links of the added value chain within one sectorial market.

The 2nd reason is high commercial attractiveness of the business model of mediation (in production and distribution). Wide opportunities for international labor division appear in the conditions of globalization. This allows increasing competitiveness as to quality and price due to concentration of production in countries with the highest accessibility of necessary resources with further distribution by intermediaries around the world. In addition to this, differences in the living standards often stimulate organization of production and purchase of final products in developing countries for their further re-selling in developed countries for a higher price.

Due to the above reasons, B2B markets occupy a large share in the structure of national economy and develop intensely. Contradiction of interests of entrepreneurial structures (including individual entrepreneurs), which are economic subjects in the studied markets, leads to emergence of conflicts. As entrepreneurship is the main driving force of economic growth, conflicts in B2B markets negatively influence the development of economic systems and may lead to their crises and slow down their overcoming.

That's why an important scientific and practical problem of the modern economic theory is studying the causal relations of emergence of conflicts in B2B markets and optimization of the process of their resolution. The purpose of the chapter is to study the essence, determine the reasons, consequences, and factors of emergence of conflicts in B2B markets, and determine the existing approaches and develop alternative (more optimal) approaches to their regulation in the interests of stimulation of economic growth.

As a result of the literature overview on the topic of business cooperation of entrepreneurial structures, we determined that in the modern economic science a company is presented in

the form of a “black box,” which input consists of supplies (B2B) and output consists of sales (B2C, B2B, or B2G). That is, it is envisaged that almost every company is a participant of B2B markets, which emphasizes the importance of studying the peculiarities of functioning and development of these markets.

Theoretical and empirical studies of business cooperation of entrepreneurial structures in B2B markets are performed in the works Glinska-Newes et al. (2018), Guo et al. (2018), Inshakova et al. (2017, 2018), Krivtsov (2015), Kumar et al. (2018), Liu et al. (2018), Malik et al. (2018), Morozova et al. (2018), Mubeen et al. (2018), Popkova et al. (2017), and Veselovsky et al. (2018). At the same time, it is determined that conflicts in B2B markets are poorly studied, as in the existing publications the main attention is paid to organizational (selection out of alternative business partners) and marketing (supporting the competitiveness) issues.

However, the above works reflect the specifics of B2B markets, based on which the difference between conflicts in these markets and conflicts in B2C markets (Chapter 1) is determined. Thus, the intermediary position of B2B markets in the

structure of production and distribution processes causes the interest of companies that participate in business cooperation in these markets in the quickest conflict resolution. Unlike the final consumers in B2C markets, which, as a rule, strive for the most profitable conflict resolution regardless of the time required

for that, companies in B2B markets strive for the quickest resolution of conflicts that paralyze their activities (that is, cause their crisis) with any allowable result.

In view of the determined specifics of conflicts in B2B markets, the research is conducted on the basis of the methodology of the neo-institutional economic theory. In particular, the game approach (belonging to the Game theory) is used during compilation of the existing (traditionally used) and alternative (offered by the authors) approaches to conflict regulation in B2B markets.

As a result of studying the causal relations of conflicts in B2B markets, we determined that these conflicts are caused by failures in the system of supply and sales due to actions of one of the parties of business cooperation, a third party, or independent force (Table 1).

TABLE 1 – Reasons and Factors of Emergence of Conflicts in B2B Markets

Reason of Emergence of the Problem	Object of Conflict (Problem that Causes the Conflict)	Specifics of B2B Markets that Cause the Reasons of Emergence of Problems
Actions of seller	Difference between quality of goods and the contract terms Violation of delivery terms by sellers Violation of guarantee obligations Negative externalities during shipment and usage of products	Independence of competitiveness and commercial effectiveness of business of seller from reputation capital
Actions of buyer	Refusal from purchasing and paying for products due to difference between its factual quality and expectations of consumers Untimely or incomplete payment for products Unlawful requirement of exchange, guarantee service, or return of products	Independence of competitiveness and commercial effectiveness of business buyer from reputation capital Buyer's ignorance of the laws
Actions of third party	Damage or loss of cargo during transportation Customs problems Taxation problems	Presence of intermediaries (transporters) International cooperation Different tax regimes of the parties
Influence of independent forces	Change of currency exchange rate Problems of influence of independent natural & climatic, human, and anthropogenic factors	International cooperation Susceptibility to the influence of independent factors

Source: Compiled by the authors.



As is seen from Table 1, one of the reasons of conflict emergence in B2B market is seller's actions. In this case, the object of a conflict (the problem that causes the conflict) is difference between the quality of goods and contract terms, independence of competitiveness and commercial effectiveness of seller's business on reputation capital, violation of delivery terms by sellers, violation of maintenance service, and negative externalities during shipment and usage of products. Specifics of B2B markets that lead to the reason of emergence of problems include independence of competitiveness and commercial effectiveness of seller's business on reputation capital.

Another reason of emergence of a conflict in B2B market is buyer's actions. In this case, the object of a conflict is refusal from purchasing and paying for products due to difference between the factual quality of goods and expectations of consumers, untimely or incomplete payment for products due to independence of competitiveness and commercial effectiveness of buyer's business from reputation capital, as well as unlawful requirement of exchange, maintenance service, or return of products due to buyer's ignorance of the laws.

Another reason of emergence of a conflict in B2B market is third party's actions. In this case, the object of a conflict is damage or loss of cargo during transportation in case of usage of intermediaries (transporters), customs problems (e.g., unexpected custom expenditures, delay of products at customs) during international cooperation, and taxation problems in case of different tax regimes of the parties (e.g., when one of the parties is not a VAT payer and another party bears large tax expenditures because of this).

The reasons of emergence of a conflict in B2B market include also the influence of independent forces. In this case, the object of the conflict is change of currency exchange rate during international cooperation and the problems of influence of independent natural and climatic (e.g., natural disasters), human (strikes and thefts), and anthropogenic (actions of cyber criminals) factors.

A generalized reason of emergence of conflicts in B2B markets is losses of one of the parties of business cooperation or both parties. As of now, two variants of conflict resolution are practiced in these markets:

– neglecting the conflict: in case of realization that expenditures for the conflict (at least, transaction costs) exceed the potential advantages from its resolution, which will probably be unprofitable, one or both parties of business cooperation prefer to neglect the conflict, preventing new losses and remaining with the losses that are already borne;

– legal action: in case of expectation of significant advantages from conflict resolution and high probability of obtaining them and the forecasted lesser court costs, one or both parties of business cooperation start legal action, increasing their losses (as a result, they will be compensated only to one party).

The following preventive practices that precede the alternative methods of conflict resolution in B2B markets are offered:

– larger detailization of business agreements: this method is described in detail in Chapter 1 and allows preventing the conflicts, though it could be used also for solving them.

– marketing of relations: this method envisages concession of a party or mutual concession for preserving the relations that pose higher value than the potential advantages from the most profitable conflict resolution.

The existing (traditional applied methods of ignoring the conflict and legal action) and alternative (the offered method of marketing of relations) methods of conflict resolution (and preceding preventive practices) in B2B markets are compiled with the help of the game approach in Table 2.

In Table 2, the crossing of the strategies of business cooperation parties features profit (buyer's profit is marked in solid, and seller's profit is markets in italics), which could be the following:

- “-1”: additional losses.
- “0”: absence of losses and profit; and
- “1”: profit.

As is seen from Table 2, ignoring the conflict leads to zero profit for a business cooperation party that implements this strategy, and legal action leads to additional losses. Marketing of relations allows solving the argument unilaterally with zero profit in case of another party ignoring the conflict. During legal action, marketing of relations is ineffective – and both parties of cooperation undergo the crisis and bear losses due to the crisis and due to court expenditures. Optimum is achieved during bilateral marketing

TABLE 2 – Comparison of the Existing (Traditionally Used) and Alternative (Offered by the Authors) Methods of Conflict Resolution in B2B Markets with the Help of the Game Approach

Buyer	Seller		
	Ignoring the Conflict	Legal Action	Marketing of Relations
Ignoring the conflict	End of conflict: 0 0	Unilateral losses due to the crisis: -1 0	Unilateral resolution of conflict: 0 0
Legal action	unilateral losses due to the crisis: 0 -1	bilateral losses due to the crisis: -1 -1	bilateral losses due to the crisis: -1 -1
Marketing of relations	unilateral resolution of conflict: 0 0	bilateral losses due to the crisis: -1 -1	<b>OPTIMUM mutual profit:</b> 1 1

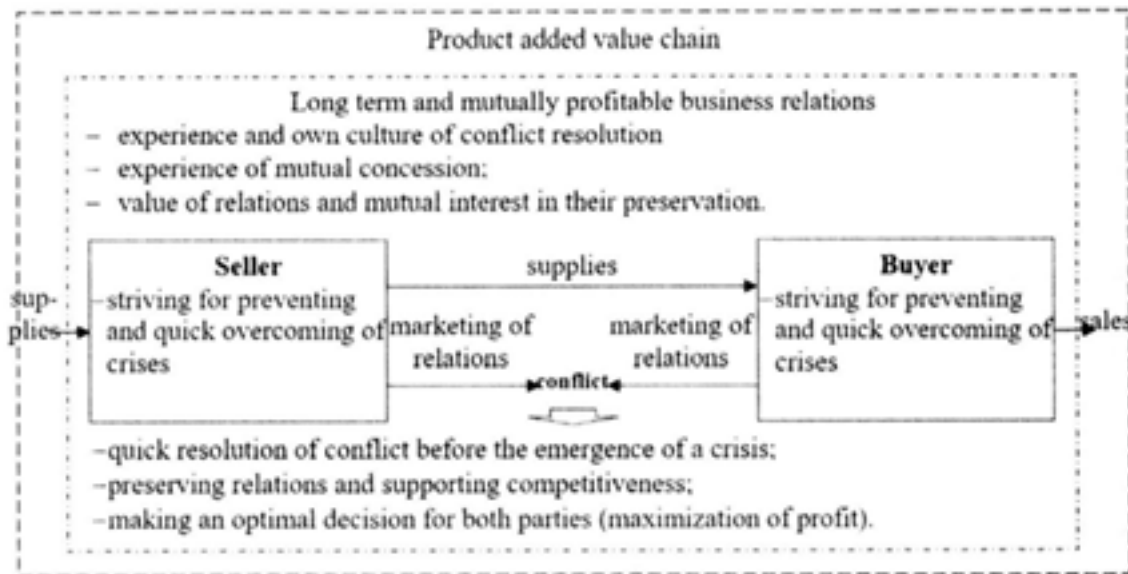
Source: compiled by the authors.

of relations (maximum profit of each party). This scenario envisages the compiled conceptual model (Figure 1).

Figure 1 shows that business cooperation in B2B markets is long-term (constant) in most

cases. The parties of business cooperation often use it as a basis for their competitiveness – seller can count for regular sales and gain advantages from “scale effect,” and buyer can make purchases for better price with guaranteed

FIGURE 1 – The Conceptual Model of Mutually Profitable Conflict Resolution in B2B Markets with the Help of Marketing of Relations (Source: compiled by the authors)



quality and delivery terms. That’s why both parties are interested in development of relations that have higher value for them in the long-term, as compared to short-term advantages from profitable conflict resolution, and they are ready for mutual concessions.

Long-term and mutually profitable business relations ensure accumulation of experience and formation of own culture of conflict resolution, experience of mutual concessions, value of relations, and mutual interest in their preservation. Marketing of relations ensures

quick regulation of conflict before emergence of a crisis, preservation of relations, and support for competitiveness, as well as making of optimal decision for both parties (maximization of profit).

Thus, conflicts in B2B markets emerge due to unpredicted expenditures and losses of one or both parties of business cooperation. Probability of emergence of conflicts is higher in the international B2B markets, in case of independence of competitiveness and commercial effectiveness of seller and buyer's business on reputation capital, with intermediaries and susceptibility of business in these markets to the influence of independent forces. The existing approaches to conflict resolution are brought down to ignoring them (acceptance of losses and refusal from the set requirements for their compensation) or legal

action, which is connected to additional – court – expenditures or crisis of both parties' business.

Marketing of relations is offered as a preventive practice that precedes the alternative methods of conflict resolution in B2B markets. This method allows compensating the losses of both parties, preventing additional expenditures and crisis, and providing additional profit from strengthening of relations, which poses high value for them as a basis of their competitiveness. This method envisages mutual concession for preservation of current contractual relations which are more profitable than market ones. It is universal – that is, it fits any conflicts and is recommended for practical application for intensification of development of entrepreneurship and acceleration of the rate of economic growth.

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## **AVAILABLE METHODS OF JUDGING CONFLICTS IN B2G, G2B, AND G2C MARKETS IN MODERN RUSSIA**

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**A b s t r a c t.** The purpose of the work is to study the available methods of conflict resolution in B2G, G2B, and G2C markets in modern Russia and to determine the perspectives of application of alternative methods that are popular in the world practice. The authors use the method of regression analysis for determining the dependence of the values of the life quality index and annual growth rate of GDP in constant prices on the values of the index of development of e-government in Russia. As the index of development of e-government is calculated every two years, for the purpose of representativeness of the selection of statistical data the timeframe of the research covers not only 2008-2018 but also the forecast period of 2020-2022. The information and analytical base of the research includes the materials of the United Nations, Numbeo, and the International Monetary Fund. It is determined that due to forming market relations in economy, modern Russia is peculiar for specific reasons of emergence of conflicts in B2G, G2B, and G2C markets (e.g., insufficient control over execution of state orders, and insufficient responsibility of government workers for the provision of services to population and business). Dealing with these reasons requires application of new alternative approaches to conflict regulation in B2G, G2B, and G2C markets – public monitoring of execution of state orders and creation of the system of insurance of risks that emerge in B2G markets. Due to absence of the necessary telecommunication infrastructure, the initial stage of the process of formation of the e-government system does not allow for full-scale application of this alternative approach to dispute resolution in G2B and G2C markets (which is popular in the world practice) in modern Russia. It is substantiated that e-government is the only perspective alternative to regulation (prevention) of conflicts in these markets. That's why for its effective application it is recommended to develop the telecommunication infrastructure, which is stimulated by establishment of the digital economy in Russia.

**Keywords:** methods of conflict resolution; markets B2G; G2B; G2C; e-government; modern Russia.

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## **ДОСТУПНЫЕ МЕТОДЫ РАЗРЕШЕНИЯ КОНФЛИКТОВ МЕЖДУ БИЗНЕСОМ И ГОСУДАРСТВОМ, ГОСУДАРСТВОМ С БИЗНЕСОМ И ГОСУДАРСТВОМ С ПОТРЕБИТЕЛЯМИ НА РЫНКАХ СОВРЕМЕННОЙ РОССИИ**

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**А н н о т а ц и я .** В статье анализируются методы разрешения конфликтов на рынках бизнеса с государством, государства с бизнесом и государства с потребителями в современной России и определяются перспективы применения альтернативных методов. Автор использует метод регрессионного анализа для определения зависимости значений индекса качества жизни и годового темпа роста ВВП в сопоставимых ценах от значений индекса развития электронного правительства в России. Поскольку индекс развития электронного правительства рассчитывается каждые два года, в целях репрезентативности выборки статистических данных временные рамки исследования охватывают не только 2008-2018 гг., но и прогнозный период 2020-2022 гг. Информационно-аналитическая база исследования включает материалы ООН, Numbeo, Международного валютного фонда. Определено, что в связи с формированием рыночных отношений в экономике современной России свойственны специфические причины возникновения конфликтов между бизнесом и государством, государством с бизнесом и государством с потребителями на рынках (например, недостаточный контроль за исполнением госзаказа, недостаточная ответственность государственных служащих за оказание услуг населению и бизнесу). Борьба с этими причинами требует применения альтернативных подходов к урегулированию конфликтов бизнеса с государством, правительства с бизнесом и государства с потребительскими рынками – общественного контроля за исполнением госзаказа и создания системы страхования рисков, возникающих у бизнеса с государственными рынками. Из-за отсутствия необходимой телекоммуникационной инфраструктуры начальный этап процесса формирования системы электронного правительства не позволяет в полной мере применить этот альтернативный подход к разрешению споров между государством и бизнесом, государством и потребительским рынком в современной России. Обосновано, что электронное правительство является единственной перспективной альтернативой урегулированию (предотвращению) конфликтов на этих рынках. Поэтому для ее эффективного применения рекомендуется развивать телекоммуникационную инфраструктуру, чему способствует становление цифровой экономики в России.

**К л ю ч е в ы е с л о в а :** методы разрешения конфликтов; рынки B2G; G2B; G2C; электронное правительство; современная Россия.

State is one of the main subjects of economic activities, the role of which transforms and becomes contradictory in the context of the modern market economy. On the one hand, state preserves the traditional function of regulation of economic activities and provision of state services, which, under the influence of the marketization of economy, leads to formation of market relations in this process and formation of G2B and G2C markets.

This means that state services are provided to population and business on the commercial basis. Consumers set high requirements to services – observation of the set dates of their provision and quality, an inseparable component of which is the level of service (convenience and attitude). In its turn, state, as the supplier of services, sets a price for services not only depending on services' cost but also depending on demand for them and on consumer value.

On the other hand, intensive development of business, deficit of the federal budget, and growing public requirements to effectiveness of state management contribute to the development of outsource during provision of public benefits. The traditional monopoly of the state, which leads to deficit of public benefits and non-optimality of the process of their provision due to inflexibility of state management, is replaced by competition of private business, which is allowed to provide public benefits by the conditions of state order.

Thus, B2G markets appear and expand; in these markets, state represents interests of consumers (population and business) and is a customer of public benefits, and private business is the executor, providing these benefits on the conditions of commerce. As state is a guarantor of payment, private business structures compete for the possibility of receiving state orders, which allows reducing the cost of provision of public

benefits with their set volume and quality that are envisaged in the order.

An inevitable phenomenon in B2G, G2B, and G2C markets consists in conflicts of interested parties. They could be caused by objective (e.g., technical failures) and subjective (i.e., “human factor” during provision of services and change of consumer preferences when receiving them) reasons. Priority and significance of these markets for functioning and development of modern socio-economic systems emphasize the importance of studying the conflicts that arise in them and the methods of their resolution.

A special scientific and practical interest is presented by experience of functioning of B2G, G2B, and G2C markets in the countries with emerging market economy (these include Russia) – as in these countries the incomplete process of establishment of market relations

causes high risk of emergence of conflicts in the given markets. The purpose of the Chapter is to study the available approaches to conflict regulation in B2G, G2B, and G2C markets in modern Russia and to determine the perspectives of application of alternative methods that are popular in the world practice.

Specifics and experience of developed countries in conflict resolution in B2G, G2B, and G2C markets are studied in detail in the works Al Marzooqi et al. (2017), Bogoviz et al. (2018), Gorla and Chiravuri (2016), Hashim et al. (2017), Inshakova et al. (2018,2019), Klievink et al. (2018), Santa et al. (2018), Sukhodo- lov et al. (2018a,b,c). A preventive practice that precedes the alternative methods of conflict resolution in the given markets in modern developed countries is development of the e-government system. Popularity of this method is so high that

TABLE 1 – Dynamics of the Index of Development of e-Government, Index of Life Quality, and Index of Growth Rate of GDP in Russia in 2008-2022

Indicators and Their Values			
	E-Government Development Index, Points 0–1	Quality of Life Index, Points 0–200	Annual growth rate of GDP in constant prices, %
Year	x	y <sub>1</sub>	y <sub>2</sub>
2008	0.512	97.530	5.248
2010	0.514	54.860	4.504
2012	0.735	-7.390	3.518
2014	0.730	23.020	0.718
2016	0.722	86.530	-0.248
2018	0.797	107.340	1.444
2020 Forecast	0.880	133.155	1.500
2022 Forecast	0.972	165.178	1.500

Source: compiled by the authors based on United Nations (2018), Numbeo (2018), International Monetary Fund (2018).

the global ranking of countries as to the level of development of e-government has been compiled in recent years.

The existing scientific economic literature notes sustainable and vivid positive effects from development of the system of e-government, connected to optimization of the B2G, G2B, and G2C markets in developed countries, which provide such advantages as increase of population’s living standards and acceleration of economic growth. Not only theoretical

conclusions but also empirical data are provided. However, the prospects for the application of this preventive practice, which precedes the alternative methods of conflict resolution in B2G, G2B, and G2C markets in developing countries and countries with forming markets, including modern Russia, and gaining the advantages by the interested parties, are understudied.

The method of regression analysis is used here for filling the gap in the system of the existing scientific knowledge. Dependence of the values

of life quality index and the index of annual growth rate of GDP in constant prices on the values of the index of development of e-government in Russia is determined. As the index of development of e-government is calculated every two years, for provision of representativeness of the selection of statistical data the timeframe of the research covers not only 2008-2018 but also the forecast period of 2020-2022. The initial data are given in Table 1. Based on regression analysis of the data of Table 1, we obtained the following results (Table 2).

The data from Table 2 show that modern Russia is not characterized by statistically significant dependence of population's living standards and economic growth on the development of the e-government system. In order to determine the reasons of low effectiveness of application of this preventive practice (which is successfully used by the developed practice) in the B2G, G2B, and G2C markets in modern Russia, a qualitative analysis of conflicts in these markets is performed (Table 3).

As shown in Table 1, the reasons of emergence of conflicts in B2G markets include insufficient control over the process of execution of state orders and lack of involvement of society in this process. The object of the conflict (the problem

due to which the conflict arises) is deficit, inaccessibility, or low quality of provided public benefits.

Conflict could be manifested in hidden (without mass discussion) or open (with mass discussion) dissatisfaction, reports to law enforcement (legal action), and requirement for compensation of losses. Negative consequences of conflicts in these markets consist in reduction of population's living standards. State and population are interested in conflict resolution. The reasons of impossibility of conflict resolution include liquidation of business that performed state order and practical impossibility for compensation of losses.

The reasons of emergence of conflicts in G2C and G2B markets include high load of government workers and insufficient control over them and their responsibilities. The object of conflict (problem due to which the conflict arises) is untimely or low-quality provision of state services or their inaccessibility (due to geographic location, low service, and high cost), which do not allow purchasing them or make them unprofitable for interested parties.

Conflicts arise in the same way as in B2G – however, the requirement for compensation of

TABLE 2 – Results of Regression Analysis of Dependence of the Life Quality Index ( $y_1$ ) and Growth Rate of GDP ( $y_2$ ) on the e-Government Development Index ( $x$ ) in Russia in 2008-2022

Characteristics	$y_1(x)$		$y_2(x)$	
	Estimate values	Conclusions	Estimate values	Conclusions
Model of paired linear regression	$y_1 = -45.94 + 175.38 * x$	Dependence is direct	$y_2 = 8.22 - 8.12 * x$	Dependence is reverse
Significance F	0.21	Regression equation is statistically insignificant at the level of significance $\alpha = 0.05$	0.06	Regression dependence is statistically insignificant at the level of significance $\alpha = 0.05$
Coefficient of determination $R^2$	0.24	Connection is weak	0.46	Connection is moderate

Source: calculated by the authors.

losses is inaccessible due to the absence of contract. Negative consequences of conflicts include slowdown of the rate of development of business. Population is interested in conflict resolution in G2C markets, and business is interested in conflict resolution in G2B markets. The reason for impossibility of conflict resolution consists in the deficit of financial resources with the state, imperfection of the judicial system, and

inflexibility of the state machine.

A specific feature of conflicts in B2G, G2B, and G2C markets in modern Russia is that their reasons cannot be fully eliminated even in the mid-term. That's why alternative methods (and preceding preventive practices) are aimed at resolving conflicts, not at preventing them. The following preventive practices are offered:



TABLE 3 – Characteristics of Conflicts in B2G, G2B, and G2C Markets in Modern Russia

Characteristics of Conflicts	Market at Which Conflicts Emerge		
	B2G	G2C	G2B
Reason for emergence of problem	<ul style="list-style-type: none"> <li>• Insufficient control,</li> <li>• Non-involvement of society.</li> </ul>	<ul style="list-style-type: none"> <li>• High load of government workers;</li> <li>• Insufficient control and responsibility of government workers.</li> </ul>	
Object of conflict (problem due to which the conflicts arises)	<ul style="list-style-type: none"> <li>• Deficit, inaccessibility, or low quality of public benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Untimely or low-quality provision of state services;</li> <li>• Inaccessibility of state services.</li> </ul>	
Manifestation (essence) of conflict	<ul style="list-style-type: none"> <li>• Hidden (without mass discussion) or open (with mass discussion) dissatisfaction;</li> <li>• Reports to law enforcement (legal action);</li> <li>• Requirement for compensation of losses.</li> </ul>		
Negative consequences of conflict	Reduction of population’s living standards		Slowdown of the rate of development of business
Parties that are interesting in conflict resolution—buyers/ consumers	State, population	Population	Business
Reasons of impossibility of conflict resolution	Liquidation of business, deficit of financial resources	Deficit of financial resources with the state, imperfection of the judicial system, inflexibility of the state machine.	

Source: compiled by the authors.

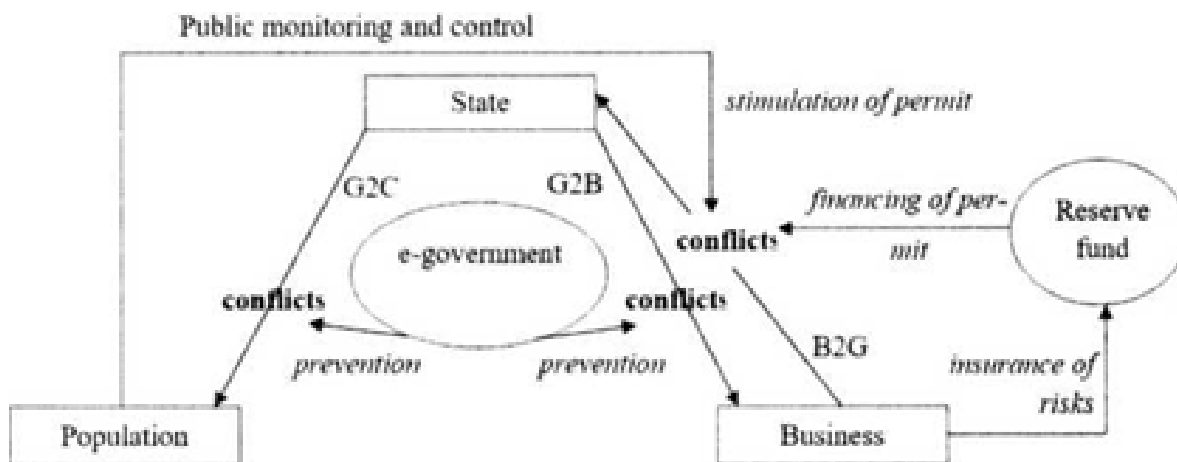


FIGURE 1 – Alternative Approaches to Conflict Resolution in B2G, G2B, and G2C Markets and Preceding Preventive Practices in Modern Russia.

– Development of the e-government system: probable reasons of low effectiveness of application of this method in modern Russia include insufficient development of the telecommunication infrastructure, and overcoming this barrier will allow increasing the accessibility and guaranteeing high quality and service during provision of state services;

– Institutionalization of the practice of public

monitoring and control over execution of state orders: unlike the developed countries where the state controls execution of their orders, in Russia it is necessary to involve the interested parties, which envisages not only inspections but also requirements regarding elimination of violation of state orders’ terms;

– Introduction of the system of mandatory risk insurance in B2G markets: in order to prevent the

liquidation of business for the purpose of avoiding responsibility, it is offered to form a reserve fund for financing the conflict resolution in B2G markets—though it will increase the barriers for entry to these markets, it guarantees provision of public benefits in full and required quality with strict observation of the set terms.

The logic of application of preventive practices which precede the alternative methods of conflict resolution in B2G, G2B, and G2C markets in modern Russia is shown in Figure 3.1.

As shown in Figure 3.1, development of the system of e-government allows preventing conflicts in G2C and G2B markets; public control and monitoring contribute to conflict resolution in B2G markets; and the system of risk insurance allows providing financing for regulation of these conflicts from the reserve fund. Thus, complex application of the offered preventive practices which precede the alternative methods of conflict resolution in B2G, G2B, and G2C markets, allows optimizing the work of these markets in modern Russia and ensuring growth of population's living standards and acceleration of the rate of economic growth.

In the course of the analysis, it was determined

that due to forming market relations in economy, modern Russia is characterized by specific reasons of emergence of conflicts in B2G, G2B, and G2C markets (e.g., insufficient control over execution of state orders, insufficient responsibility of government workers for provision of services to population and business). In order to deal with these reasons, it is necessary to apply new (for the world practice) alternative approaches to conflict regulation in B2G, G2B, and G2C markets: public monitoring of execution of state orders and creation of the system of insurance of risks that emerge in B2G markets.

Due to absence of the necessary telecommunication infrastructure, the initial stage of the process of formation of the e-government system does not allow for full-scale implementation of this alternative approach to conflict resolution in G2B and G2C markets (which is popular in the world practice) in modern Russia. However, this method is the only perspective alternative of resolving (preventing) conflicts in these markets. That's why, it is recommended to develop its telecommunication infrastructure for its more effective application, which is supported by formation of the digital economy in Russia.

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## **ACCESSION TO THE WTO AS A WAY OF GAINING ACCESS TO A HIGHLY EFFECTIVE METHODOLOGY FOR JUDGING INTERNATIONAL ECONOMIC CONFLICTS**

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**Abstract.** The purpose of the chapter is to determine the perspectives of accession to the World Trade Organization as a method of modern Russia's receiving access to highly effective methodology of regulation of international economic conflicts. The author uses regression analysis for determining and comparing the influence of the volume of export and import on the growth rate of GDP in constant prices in Russia before the accession to the WTO (2005-2011) and during the period of membership in the WTO (2012-2018). Statistics of Russia's participation in international economic disputes within the WTO are analyzed. The information and empirical basis of the research includes the materials of the IMF and the WTO. It is determined that the advantage of the accession to the WTO – receipt of access to the highly-effective methodology of regulation of international economic disputes – is not obtained by modern Russia. Instead, elimination of customs barriers opened access to the Russian markets for foreign business structures, while Russian business structures have low global competitiveness – which led to reduction of foreign trade balance and complicated the process of provision of national economic security of Russia. The reasons of this problem are complexity of conflicts within the WTO – due to lack of experience, Russia initiates minimum conflicts, and its more experienced trade partners use the arbitrary platform of the WTO for protecting their interests, damaging Russia's interests. Another reason is the fact that the WTO's principles are aimed at protection of exporters' interests, while importers' interests are not protected. It is substantiated that this problem could be solved by the offered preventive practice, which precedes the alternative methods of conflict resolution and which consists in conclusion of international trade agreements by the WTO members that allow specifying and protecting the interests of exporters and importers. This will increase the effectiveness of the methodology of regulation of international economic conflicts within the WTO.

**Keywords:** World Trade Organization; modern Russia; international trade; highly effective methodology of regulation of international economic conflicts; alternative approaches of conflict resolution.

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## **ВСТУПЛЕНИЕ В ВТО КАК СПОСОБ ПОЛУЧИТЬ ДОСТУП К ВЫСОКОЭФФЕКТИВНОЙ МЕТОДОЛОГИИ РАССМОТРЕНИЯ МЕЖДУНАРОДНЫХ ЭКОНОМИЧЕСКИХ КОНФЛИКТОВ**

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**Аннотация.** В статье анализируются перспективы вступления во Всемирную торговую организацию как способ получения современной Россией доступа к высокоэффективной методологии урегулирования международных экономических конфликтов. Автор использует регрессионный анализ для определения и сравнения влияния объемов экспорта и импорта на темпы роста ВВП в сопоставимых ценах в России до вступления в ВТО (2005-2011 гг.) и в период членства (2012–2018 гг.). Анализируется статистика участия России в международных экономических спорах в рамках ВТО. Информационно-эмпирическую базу исследования составили материалы МВФ и ВТО. Определено, что преимущество от вступления в ВТО – получение доступа к высокоэффективной методологии урегулирования международных экономических споров – современная Россия не получает. Вместо этого устранение таможенных барьеров открыло доступ на российские рынки для иностранных бизнес-структур, в то время как российские бизнес-структуры имеют низкую глобальную конкурентоспособность, что привело к сокращению внешнеторгового баланса и усложнило процесс обеспечения национальной экономической безопасности России. Причинами этой проблемы является сложность конфликтов внутри ВТО – из-за отсутствия опыта Россия инициирует минимальные конфликты, а ее более опытные торговые партнеры используют произвольную платформу ВТО для защиты своих интересов, нанося ущерб интересам России. Другой причиной является то, что принципы ВТО направлены на защиту интересов экспортеров, а интересы импортеров не защищены. Решить данную проблему может предложенная превентивная практика, предшествующая альтернативным методам разрешения конфликтов и заключающаяся в заключении членами ВТО международных торговых соглашений, позволяющих уточнить и защитить интересы экспортеров и импортеров. Это повысит эффективность методологии регулирования международных экономических конфликтов в рамках ВТО.

**Ключевые слова:** Всемирная торговая организация; современная Россия; международная торговля; высокоэффективная методология урегулирования международных экономических конфликтов; альтернативные подходы к разрешению конфликтов.

In the conditions of formation of market relations and under the influence of globalization since the 21st century, Russia has been implementing the strategy of international production specialization. Though this specialization is wide and covers a vast variety of spheres of national economy (including the processing industry and the agro-industrial complex), apart from the main oil and gas sphere, it differs from the previous strategy of diversification, which contributes to full self-provision of economy with (at least) key products and services.

Involvement in the process of international labor division increased the dependence of the Russian economy (in the aspect of national economic security) from foreign economic activities. Similarly, to internal conflicts in B2B and

B2C markets, conflicts of economic subjects also appear during conduct of international trade – however, they have specific features. Firstly, international economic conflicts are resolved at the global level for the provision of independence and objectivity of justice, which complicates the process of initiation and resolution of conflicts.

Secondly, consequences of conflict resolution are manifested not only in activities of the economic subjects that participate in them (complainant and defendant) but also in functioning of national economies of their countries. This emphasizes high responsibility of participants of conflicts and interest in search for their most optimal solutions for preserving the balance of the global economic system. Thirdly, during resolution of international economic disputes, the structure of interested

parties is very complex, which leads to complexity of consequences of this process, which are manifested in participants of the conflicts and other countries (their trade partners).

The above peculiarities lead to high importance of the issue of development of a highly effective methodology of regulation of international economic disputes. In the modern economic theory and practice, solution of this problem is viewed in the context of creation of specialized international organizations in international trade, and the WTO is the most popular of them.

The working hypothesis of the chapter is the idea that Russia's accession to the WTO should provide clear advantages for regulation of international economic disputes, which, in its turn, should ensure development of the Russian entrepreneurship and acceleration of economic growth. The purpose of the Chapter is to determine the perspectives of usage of accession to the

WTO as a method of modern Russia's receiving access to a highly effective methodology of regulation of international economic conflicts.

The issues of development of international trade and the emerging contradictions, which lead to international economic conflicts, are studied in detail (Ding et al., 2019; Inshakova, Goncharov, & Marchukov, 2019; Inshakova et al. (2016); Meinen & Raff, 2018; Olakojo, 2018; Popkova & Sukhodolov, 2017; Yakubu et al., 2018). The principles of organization of international trade within the WTO, as well as potential and current advantages from the participation in this organizations, which are obtained by the modern economic systems, are analyzed (Collins, 2018; Du, 2018; Grey, 2018; Li & Tu, 2018; Yildirim, 2018).

The necessity for Russia's joining the WTO and experience of Russia's participation in this international organization are studied (Connolly,

Year	Growth rate of GDP in Constant Prices, %	Volume of Import, USD Billion	Volume of Export, USD Billion	Balance of Foreign Trade Balance, USD Billion
—	$y_1$	$x_1$	$x_2$	—
2005	6.376	125.434	243.798	118.364
2006	8.154	164.281	303.551	139.270
2007	8.535	223.486	354.403	130.917
2008	5.248	291.861	471.606	179.745
2009	-7.821	191.803	303.388	111.585
2010	4.504	248.634	400.630	151.996
2011	4.048	323.831	522.011	198.180
—	$y_2$	$x_3$	$x_4$	—
2012	3.518	335.446	529.256	193.810
2013	1.279	341.269	521.836	180.567
2014	0.718	307.877	496.807	188.930
2015	-2.838	193.019	341.419	148.400
2016	-0.248	191.588	281.851	90.263
2017	1.400	237.788	353.116	115.328
2018	1.444	244.620	363.243	118.624

Source: Compiled by the authors based on International Monetary Fund (2018).

TABLE 1 – Dynamics of Growth Rate of GDP in Constant Prices, Volume of Import and Export, and Foreign Trade Balance in Russia before Accession to the WTO (2005-2011) and During Membership in the WTO (2012-2018)

2015; Jordan, 2017; Popkova, 2017; Popkova & Sukhodolov, 2017a,b; Shaydullina, 2018). The performed content analysis of the scientific literature showed that access to a highly effective methodology of regulation of international economic conflicts is studied as one of the key advantages and goals of Russia's joining the

WTO.

However, this advantage is either hypothetical (given in forecasts of consequences of Russia's accession to the WTO, which were compiled several years ago) or based on expert evaluations. Absence of empirical studies of the given problem leads to its insufficient scientific elaboration. In

order to fill this gap, the authors use the method of regression analysis and determine and compare the influence of the volume of export and import on growth rate of GDP in constant prices in Russia before accession to the WTO (2005-2011) and in the period of membership

in the WTO (2012-2018). The information and empirical research basis include the materials of the IMF (Table 7.1).

Results of the performed (on the basis of the data of Table 7.1) regression analysis are given in Tables 2, 3.

TABLE 2 – Characteristics of Regression Dependence of Growth Rate of GDP in Constant Prices on the Volume of Import and Export in Russia Before Accession to the WTO (2005-2011)

<b>Regression Statistics</b>						
Multiple R	0.5918					
R-square	0.3502					
Normed R-square	0.0253					
Standard error	5.4802					
Observations	7					
<b>Dispersion Analysis</b>						
	df	SS	MS	F	Significance F	
Regression	2	64.7329	32.3664	1.0777	0.4223	
Leftover	4	120.1286	30.0321			
Total	6	184.8615				
	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-Crossing	-8.4189	11.3556	-0.7414	0.4996	-39.9470	23.1093
x <sub>1</sub>	-0.3109	0.2141	-1.4521	0.2201	-0.9054	0.2836
x <sub>2</sub>	0.2216	0.1509	1.4681	0.2160	-0.1974	0.6406

Source: calculated by the authors.

TABLE 3 – Characteristics of Regression Dependence of Growth Rate of GDP in Constant Prices on the Volume of Import and Export in Russia During Membership in the WTO (2012-2018)

<b>Regression Statistics</b>						
Multiple R	0.8773					
R-square	0.7697					
Normed R-square	0.6546					
Standard error	1.1436					
Observations	7					
<b>Dispersion Analysis</b>						
	df	SS	MS	F	Significance F	
Regression	2	17.4852	8.7426	6.6848	0.0530	
Leftover	4	5.2313	1.3078			
Total	6	22.7165				
	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	-4.8277	1.9891	-2.4270	0.0722	-10.3504	0.6950
x <sub>3</sub>	0.0898	0.0331	2.7134	0.0534	-0.0021	0.1817
x <sub>4</sub>	-0.0441	0.0209	-2.1032	0.1033	-0.1022	0.0141

Source: Calculated by the authors.

As shown in Tables 2, 3, both determined regression dependencies are not statistically significant at the level of significance  $\alpha=0.05$ , as significance F exceeds 0.05 (they constitute 0.4223 and 0.0530), all r-values also exceed 0.05 and multiple R do not reach 0.90 (constituting 0.5918 and 0.8773). Therefore, foreign economic

activities had vivid positive influence on the Russian economy (in the aspect of acceleration of the rate of economic growth) neither before nor after the accession to the WTO. For determining the influence of the WTO on economic security of modern Russia, trend analysis of foreign trade balance is conducted (Figure 1).

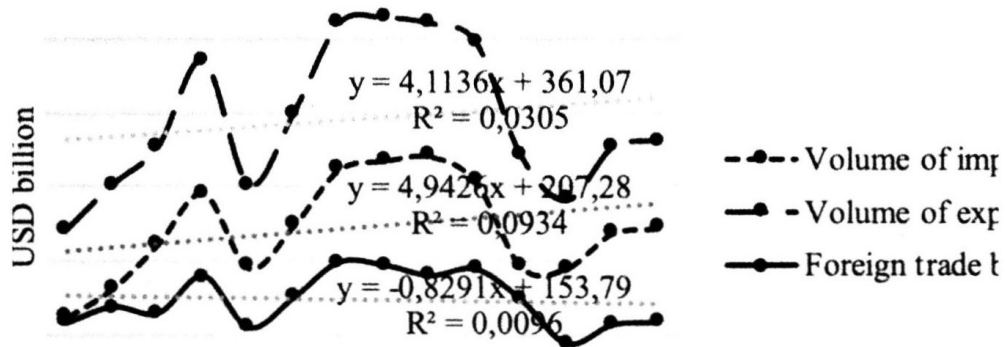


Figure 1

As shown in Figure 1, before the accession to the WTO Russia had positive trend of foreign trade balance, which was replaced by the negative trend after the accession to the WTO. Therefore, participation in this international organization led to aggravation of the problem of provision of Russia's national economic security.

Brief information regarding Russia's participation in the conflicts within the WTO is presented in Tables 7.4-7.5.

As shown in Table 7.4 and 7.5, according to the data as of November 29, 2018, Russia initiated 7 disputes within the WTO (as a complainant) and is involved in

No.	Short Title	Respondent	Request for Consultations Received:	Panel Report Circulated:
DS474	EU—Cost Adjustment Methodologies (Russia)	European Union	23 December 2013	—
DS476	EU—Energy Package	European Union	30 April 2014	10 August 2018
DS493	Ukraine—Ammonium Nitrate (Russia)	Ukraine	7 May 2015	20 July 2018
DS494	EU—Cost Adjustment Methodologies II (Russia)	European Union	7 May 2015	—
DS521	—	European Union	27 January 2017	—
DS525	—	Ukraine	19 May 2017	—
DS554	—	United States	29 June 2018	—

Source: compiled by the authors based on World Trade Organization (2018).

TABLE 4 – Short Information Regarding Russia's Participation in Conflicts Within the WTO as a Complainant

9 disputes as a defendant. That is, from the quantitative point of view, the advantage of participation in the WTO in the aspect of conflict resolution is doubtful, as arbitration of this international organization could be primarily used in the interests of international trade partners in Russia (damaging the Russian interests). For illustration purposes, the map of Russia's

participation in international economic disputes within the WTO is presented (Figure 7.2).

As shown in Figure 7.2, the list of participants of international trade disputes with Russia is limited quantitatively (with the EU, Ukraine, Japan, and the USA) and geographically (the disputes are mainly with neighbors).



TABLE 5 – Short Information Regarding Russia's Participation in Conflicts Within the WTO as a Defendant

No.	Short title	Complainant	Consultations Received:	Panel Report Circulated:
DS462	Russia—Motor Vehicles	European Union	9 July 2013	—
DS463	—	Japan	24 July 2013	—
DS475	Russia—Pigs (EU)	European Union	19 August 2016	23 February 2017
DS479	Russia—Commercial Vehicles	European Union	21 May 2014	27 January 2017, Appellate Body Report circulated: 22 March 2018
DS485	Russia—Tariff Treatment	European Union	31 October 2014	12 August 2016
DS499	Russia—Railway Equipment	Ukraine	21 October 2015	30 July 2018
DS512	Russia—Traffic in Transit	Ukraine	14 September 2016	—
DS532	—	Ukraine	13 October 2017	—
DS566	—	United States	27 August 2018	—

Source: compiled by the authors based on World Trade Organization (2018).

As a result of qualitative analysis, the following potential advantages of membership in the WTO in the aspect of access to a highly effective methodology of regulation of international economic conflicts are determined:

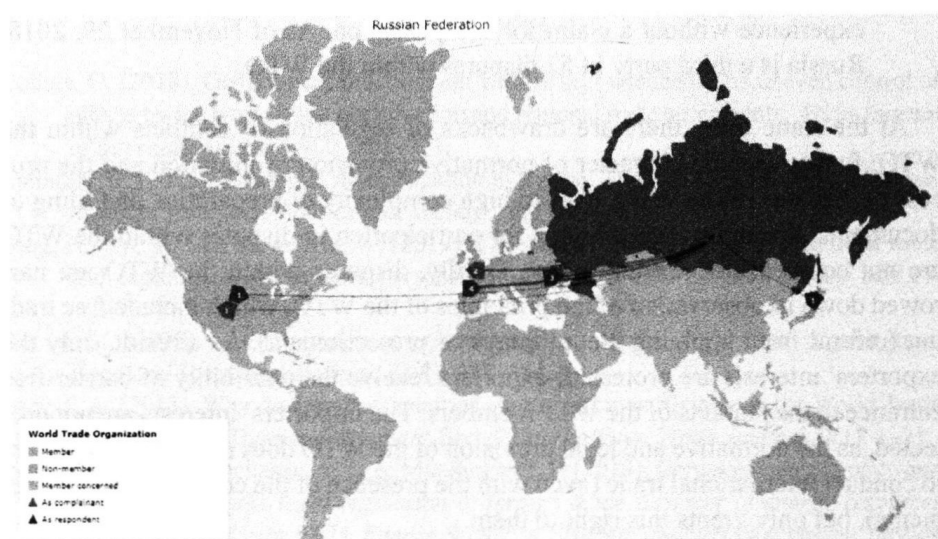
- Independence of arbitration and making of objective decisions: this advantage is provided in practice, though it largely depends on experience of participation in disputes of complainant and defendant;

- Guarantee of execution of decisions: authority of arbitration of the WTO and interest in further participation in this international organization contributes to the execution of decisions by conflict parties;

- Clear timeframes of consideration of disputes: there are strict regulations of arbitration which are observed within the WTO; and

- Possibility of participation in conflicts as a third party: this allows gaining experience without

FIGURE 2 – Map of Russia's participation in international economic disputes within the WTO.



a claim for compensation. As of November 29, 2018, Russia is a third party in 52 disputes within the WTO.

At the same time, there are drawbacks of regulation of conflicts within the WTO: firstly, specific character of normative provision of initiation and the process of disputes of the WTO leads to high complexity of preparation and filing of documents. Secondly, expenditures for participation in disputes within the WTO are not compensated for any party. Thirdly, disputes within the WTO are narrowed down to observation of the principles of the WTO, which include free trading (refusal from applying the measures of protectionism). As a result, only the exporters' interests are protected; exporters receive the possibility of barrier-free entrance to the markets of the WTP members. The importers' interests are not protected, as the normative and legal provision of the WTO does not oblige importers to conduct international trade (even with the presence of the corresponding agreements), but only grants this right to them.

That's why a preventive practice that precedes the alternative methods of dispute resolution within the WTO should be international trade agreements, which set the rights and obligations of exporters and importers. This will allow defending the interests of importers in arbitration of the WTO and creating an additional advantage from participation in the WTO – provision of the national economic security.

Thus, in the course of the research it was determined that the advantage of accession to the WTO – access to a highly-effective methodology of regulation of international economic disputes – is not obtained by modern Russia. Instead, elimination of customs barriers opened access to the Russian markets for foreign business structures, while the Russian business structures have low global competitiveness – which led to reduction of foreign trade balance and complicated the process of provision of Russia's national economic security.

The reason of this problem consists in complexity of disputes within the WTO – due to lack of experience, Russia initiates minimum of conflicts, and its more experienced trade partners use the arbitration platform of the WTO for protection of their interests (damaging the Russian interests). The second reason consists in the fact that the WTO's principles protect exporters' interests, while importers' interests are not protected.

This problem could be solved by the offered preventive practice that precedes the alternative methods of conflict resolution, which consists in conclusion of international trade agreements by the WTO members, which allow setting clear rights and obligations and protecting the rights of exporters and importers. This will increase the effectiveness of the methodology of regulation of international economic conflicts within the WTO.

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## **ALTERNATIVE METHODS OF RESOLVING CONFLICTS IN MERGERS AND ACQUISITIONS**

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**Abstract.** This chapter is aimed at searching for alternative approaches to conflict resolution during mergers and acquisitions. The author use the method of regression analysis for determining the efficiency of mergers and acquisitions and finding the dependence of the number and the volume of mergers and acquisitions on their target results, connected to growth of competitiveness. For obtaining the most precise and correct results, the research is performed on the basis of macroeconomic systems (countries), which allows using the data of the official statistics for 2018 (not expert evaluations of integrated economic structures). It may be concluded that the currently applied approaches to conflict resolution during mergers and acquisitions – dismissal of employees, termination of relations with intermediaries, state's writing-off of tax debt of business, and refusal from old and attraction of new consumers—are characterized by low efficiency and lead to negative results (reduction of competitiveness and financial losses) for the integrated business structures, and to negative consequences for parties concerned – employees (growth of unemployment), intermediaries (additional transaction costs), state (insufficient tax revenues), and consumers (impossibility to satisfy the needs). This problem could be solved through the complex application of the available preventive practices, which precede alternative methods of conflict resolution during mergers and acquisitions on the basis of the mechanism of marketing of relations – digital HR marketing, corporate responsibility, and digital information of support for mergers and acquisitions, as well as digital marketing of innovations. The developed preventive practices stimulate the achievement of the goals of mergers and acquisitions (growth of competitiveness and commercial effectiveness) and provide advantages for all parties concerned and are thus recommended for practical application.

**Keywords:** alternative methods of conflict resolution; conflicts; mergers and acquisitions; competitiveness; marketing of relations; digital marketing.

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## **АЛЬТЕРНАТИВНЫЕ МЕТОДЫ РАЗРЕШЕНИЯ КОНФЛИКТОВ ПРИ СЛИЯНИЯХ И ПОГЛОЩЕНИЯХ**

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**А н н о т а ц и я .** В статье анализируются альтернативные подходы к разрешению конфликтов при слияниях и поглощениях. Автор использует метод регрессионного анализа для определения эффективности слияний и поглощений и установления зависимости количества и объема слияний и поглощений от их целевых результатов, связанных с ростом конкурентоспособности. Для получения наиболее точных и корректных результатов исследование проводится на основе макроэкономических систем (стран), что позволяет использовать данные официальной статистики за 2018 год (а не экспертные оценки интегрированных экономических структур). Сделан вывод, что применяемые в настоящее время подходы к разрешению конфликтов при слияниях и поглощениях – увольнение сотрудников, прекращение отношений с посредниками, списание государством налоговой задолженности бизнеса, отказ от старых и привлечение новых потребителей – характеризуются низкой эффективностью и приводят к негативным результатам (снижение конкурентоспособности и финансовые потери) для интегрированных бизнес-структур и к негативным последствиям для заинтересованных сторон – работников (рост безработицы), посредников (дополнительные транзакционные издержки), государства (недостаточные налоговые поступления) и потребителей (невозможность удовлетворить потребности). Эта проблема может быть решена за счет комплексного применения имеющихся превентивных практик, которые предшествуют альтернативным методам разрешения конфликтов при слияниях и поглощениях на основе механизма маркетинга отношений – цифрового HR-маркетинга, корпоративной ответственности, цифровой информационной поддержки слияния и поглощения, а также цифрового маркетинга инноваций. Разработанные превентивные практики стимулируют достижение целей слияний и поглощений (рост конкурентоспособности и коммерческой эффективности) и обеспечивают преимущества для всех заинтересованных сторон, поэтому рекомендуются для практического применения.

**К л ю ч е в ы е с л о в а :** альтернативные методы разрешения конфликтов; конфликты; слияния; поглощения; конкурентоспособность; маркетинг отношений; цифровой маркетинг.

A popular phenomenon in the modern global economy is mergers and acquisitions of business structures. High interest in this form of integration is explained by its vivid anti-crisis effect, which is especially popular in the conditions of restoration of the global economic system after the global recession and mass accessibility and simplicity of implementation as compared to other forms (e.g., special economic areas or economic clusters). Integration always involves emergence of conflicts due to inevitable contradiction of its participants' interests. In the form of mergers and acquisitions, the probability of emergence of conflicts is especially high due to the following reasons.

The first reason is full integration of participants of mergers and acquisitions, which leads to the loss of their economic independence. Despite the fact that participants of mergers and acquisitions are not usually equal, and integration takes place on the basis of one of business structures for which the changes are less radical, their scale

is so high that it could lead to destabilization and requires adaptation to changes. Since the objects of integration are all components of business, including resources, technologies, and corporate cultures and structures, management of mergers and acquisitions involves systemic resolution of internal conflicts by participants of these processes.

The second reason is the large number of parties concerned during mergers and acquisitions. As they envisage integration of all business processes, they lead to changes of the conditions of internal and external interactions. The above reasons lead to high susceptibility of mergers and acquisitions to emergence of conflicts. Highly effective resolution of these conflicts is necessary for the participants of integrated economic structures, for which mergers and acquisitions are often the last resort for preservation of business that is influenced by a crisis, and for parties concerned, the negative consequences of the studied conflicts for which

are evident as the limitation of mergers and acquisitions through the state anti-monopoly regulation.

However, as can be seen from contemporary practice, the goals of participants of integrated economic structures are not always achieved as a result of mergers and acquisitions—which is indicative of low effectiveness of the applied approaches to conflict resolution, which inevitably accompanies this complex process. Thus, the scientific and practical problem of search for alternative approaches to conflict resolution during mergers and acquisitions becomes very important, being the goal of research in this Chapter.

Conceptual and applied issues of management of mergers and acquisitions are described in detail in the existing works: Amewu and Alagidede (2018), Ang et al. (2019), Fich et al. (2018), Henningsson et al. (2018), Inshakova et al. (2017, 2019), Krivtsov (2014), Liu et al. (2018), Menapace (2018), Popkova (2017), Popkova et al. (2019), Sukhodolov et al. (2018), and Zhang et al. (2018).

The content analysis of the above works showed that they acknowledge high susceptibility of mergers and acquisitions to emergence of conflicts due to complexity and contradiction of these integration processes. However, scientific and methodological provision of conflict resolution is underdeveloped. In particular, effectiveness

of the existing approaches to conflict resolution during mergers and acquisitions is understudied.

In order to determine it, the authors use the method of regression analysis; also, the efficiency of mergers and acquisitions is determined. The authors calculate the dependence of the number and total value of mergers and acquisitions on their target results, associated with the growth of competitiveness. With a view to obtaining the most precise and correct results, the research is carried out on the basis of macro-economic systems (countries), which allows using the data of the official statistics for 2018 (not expert evaluations of integrated economic structures).

The targets of research are ten countries which have the highest global competitiveness in 2018, the most developed market relations, and the most effective institute of entrepreneurship – due to which the influence of additional (those that are not taken into consideration and distort the results of evaluation) factors on achievement of the goal of mergers and acquisitions is minimum and improbable. The initial statistical data for regression analysis are given in Table 1.

Based on the data of Table 1, a regression analysis was conducted (Table 2).

The data from Table 4.2 show that the influence of the number and total value of mergers and acquisitions on the global competitiveness of selected countries in 2018 is statistically insignificant, as multiple R = 0.3175 (below

TABLE 1 – Number and Total Value of Mergers and Acquisitions and Global Competitiveness in the Countries of Selection in 2018

Country	Number of Mergers and Acquisitions	Total Value of Mergers and Acquisitions, USD billion	Index of Global Competitiveness, Points 1–7
Switzerland	389	16.90	5.81
USA	15,135	1,882.09	5.70
Singapore	683	39.04	5.72
Netherlands	785	108.81	5.57
Germany	1,880	165.00	5.57
Sweden	1,107	25.40	5.53
UK	2,887	403.01	5.49
Japan	3,267	220.64	5.48
Finland	371	2.20	5.44
Norway	347	3.51	5.44

Source: Compiled by the authors based on Institute for Mergers, Acquisitions and Alliances (2018), International Monetary Fund (2018).

TABLE 2 – Regression Dependence of Global Competitiveness on the Number and Total Value of Mergers and Acquisitions in the Countries of Selection in 2018.

Regression Statistics	
Multiple R	0.3175
R-square	0.1008
Normed R-square	-0.1561
Standard error	0.1373
Observations	10

Dispersion Analysis					
	Df	SS	MS	F	Significance F
Regression	2	0.0148	0.0074	0.3923	0.6895
Leftover	7	0.1319	0.0188		
Total	9	0.1466			

	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	5.5739	0.0642	86.7640	7.1E-12	5.4219	5.7258
Number of mergers and acquisitions	-4E-05	9.1E-05	-0.4053	0.6973	-0.0003	0.0002
Total value of mergers and acquisitions, USD billion	0.0004	0.0007	0.4905	0.6387	-0.0013	0.0020

Source: calculated by the authors.

0.90) and significance F = 0.6895 (above 0.05). Therefore, the existing approaches to conflict resolution during mergers and acquisitions are characterized by low effectiveness since they are an obstacle on the path of achievement of target results of integration.

As a result of the logical and problem analysis, the characteristics of conflicts during mergers and acquisitions in view of the subjects (parties concerned) is compiled (Table 4.3).

As shown in Table 3, internal conflicts of investors of business structures involving mergers and acquisitions that are manifested in refusal to execute the deals, are solved by concession of one or both parties. If this concession leads to deviation of the deal's cost from this market value, it results in lost profit of seller (with reduced price) or does not allow returning buyer's investments (with increased price). The modern economic theory cannot allow any alternative approaches to regulation of these conflicts, as they are a normal phenomenon in the economic practice and are successfully used with the help of the described method.

During mergers and acquisitions, there may arise internal conflicts with employees, which are manifested in reduction of labor efficiency

in integrated business structures. The current approach to regulation of these conflicts that implies dismissal of employees who demonstrate dissatisfaction, influences the consequence, not the reason, due to which intellectual resources are lost and competitiveness of business is reduced – instead of its increase, which is proclaimed as the goal of mergers and acquisitions.

Conflicts with intermediaries (B2B) may arise in the process of integration of business structures in the form of mergers and acquisitions. The change of the terms of agreements previously concluded by integrated business structures leads to refusal of intermediaries from cooperation by new terms. The current approach to regulation of these conflicts that implies termination of relations with intermediaries, leads to additional transaction expenditures for the search for new intermediaries, the terms of cooperation with which might be less profitable – which will lead to further reduction of competitiveness and commercial effectiveness of business.

Tax conflicts with the state during mergers and acquisitions are less frequent, but also happen in contemporary economic practice – especially in developing countries (for example, in Russia). These conflicts are expressed in refusal of

TABLE 4.3. Characteristics of Conflicts During Mergers and Acquisitions in View of Subjects (Parties Concerned)

Characteristics of Conflicts	Subjects of Conflicts with Business Structures During Their Mergers and Acquisitions			
	Investors (internal conflicts)	Employees (internal conflicts)	Intermediaries (conflicts B2B)	Consumers (conflicts B2C)
Reason of emergence of problem	Different interests (reduction of price with sellers and increase of price with buyer)	Integration of corporate cultures and structures, minimization of expenditures of business	Change of legal entity, termination of existence of the previous economic subjects, minimization of expenditures of business	Integration of technologies and brands, minimization of expenditures of business
Object of conflict (problem due to which the conflict arises)	Absence of agreement on the price of the mergers and acquisitions deal	Increase of load, change of position in the hierarchy of business, change of terms and payment of labor	Integration of resources	Integration of tax obligations
Manifestation (essence) of conflict	Refusal from the deal	reduction of labor efficiency	refusal from cooperation by new terms	Refusal to execute previous obligations
Approaches to conflict resolution	Concession of one or both parties	dismissal of employees that show dissatisfaction	Termination of relations with intermediaries	State's writing off of tax debt of business
Negative consequences (drawbacks) existing approaches to conflict regulation	Lost profit of seller (with low price) or non-return of investments of buyer (with high price)	Loss of intellectual resources and reduction of competitiveness of business	Transaction costs for search for new intermediaries, less profitable terms of agreements	Complexity of re-registration of rights for assets
	For subject	Unemployment		Lack of tax revenues
	For business			Reduction of the markets share, financial losses
				Impossibility to satisfy the needs

Source: Compiled by the authors.



integrated business structures to execute the tax obligations that existed before the integration of corporate taxpayers. In this case, the state must write off their tax debt. In addition to the loss of tax revenues by the state, this approach leads to problems for the business structures, associated with the complexity of re-registration of rights for material and non-material assets during mergers and acquisitions, as rights and obligations are lost simultaneously.

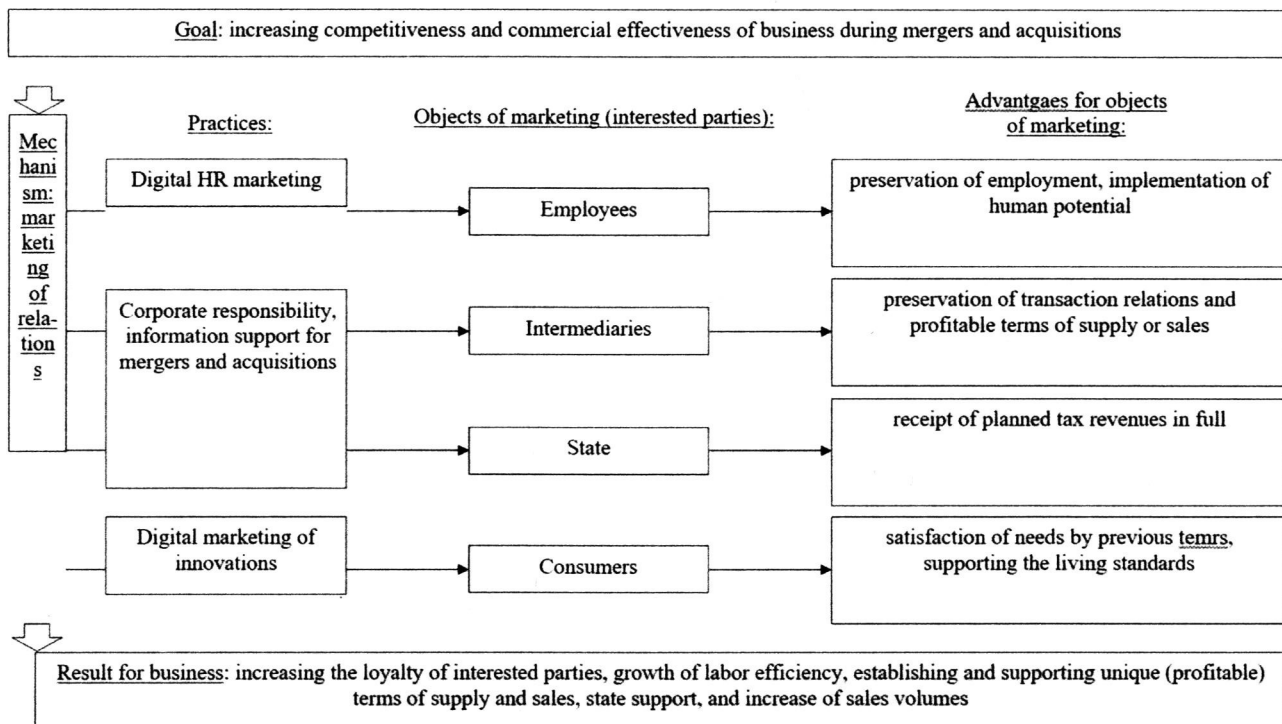
Conflicts with consumers (B2C) during mergers and acquisitions are very frequent and are expressed in reduction of sales volumes due to change of offer (products and terms of sales, including price and service). The current approach to regulation of these conflicts, consisting in abandoning existing consumers and attracting new consumers, leads to reduction of the market

share and financial losses of integrated business structures, hindering to achieve the goal of their mergers and acquisitions.

Preventive practices which preceded alternative methods of conflict resolution during mergers and acquisitions, are offered for overcoming the drawbacks of the existing methods. Their essence and advantages are shown in Figure 1.

According to Figure 1, a common mechanism of increasing the competitiveness and commercial effectiveness of business during mergers and acquisitions should be marketing of relations, within which it is recommended to use the following approaches to conflict resolution:

- Digital HR marketing (e.g., automatic e-mails in the intra-corporate information network), aimed at information support for employees during mergers and acquisitions and at provision



of their approval and support for this process for preventing the decline of labor efficiency.

- Corporate responsibility and information support for mergers and acquisitions, which involves adoption of tax obligations and responsibilities for contracts with intermediaries which are informed of mergers and acquisitions through marketing via e-mail; and

- Digital marketing of innovations, which means information support for consumers regarding the planned and implemented mergers

and acquisitions and announcement of the future market offer of integrated business structures through marketing at web sites, marketing in social networks, and messengers.

For integrated business structures, positive results from application of the offered preventive practices which precede alternative methods of conflict resolution during mergers and acquisitions, include the increase of loyalty of parties concerned, growth of labor efficiency, establishment, and support of unique (profitable)

terms of supply and sales, state support, and increase of sales volumes.

It may be concluded that the current approaches to conflict resolution during mergers and acquisitions – dismissal of employees, termination of relations with intermediaries, writing-off of tax debt of business by the state, abandoning existing consumers and attracting new consumers – are ineffective and lead to negative results (reduction of competitiveness and financial losses) for the integrated business structures and negative consequences for parties concerned – employees (growth of unemployment rate), intermediaries (additional transaction costs), state (loss of tax revenues), and consumers (impossibility to satisfy the needs).

This problem could be solved by means of the complex application of preventive practices that precede alternative methods of conflict resolution during mergers and acquisitions on the basis of the mechanism of marketing of relations – digital HR marketing, corporate responsibility, and digital information support for mergers and acquisitions, as well as digital marketing of innovations. The developed practices contribute to the achievement of goals of mergers and acquisitions (growth of competitiveness and commercial effectiveness) and provide advantages for all parties concerned – and thus are recommended for practical application.

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## **CONFLICTS BETWEEN PARTICIPANTS OF CLUSTERS AND SPECIAL ECONOMIC ZONES AND METHODS OF THEIR RESOLUTION**

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**Abstract.** The purpose of this Chapter is to determine the drawbacks of the existing approaches to conflict resolution for participants of clusters and participants of special economic areas in modern Russia and to determine the alternative approaches, which would allow overcoming these drawbacks. The method of regression analysis is used for determining the effectiveness of the existing approaches to regulation of conflicts between participants of clusters and special economic areas. The authors determine the dependence of the indicators of growth and development of the Russian economy on the indicators of development of clusters and special economic areas in Russia in 2012-2018. It has been found that the essence of conflicts between participants of clusters and special economic areas is different for different business processes. Approaches to conflict resolution are narrowed down to contesting the concluded agreements, which destabilizes the integrated economic structures, or to ignoring the conflicts, which contributes to the monopolization of clusters and special economic areas. Selection of the method depends on the market share and power of subjects of the conflict, resulting in deficient conflict resolution and an increase of internal disproportions of integrated economic structures, as well as reduction of their effectiveness. The key peculiarity of conflicts between participants of clusters and special economic areas and approaches to their resolution compared to the conflicts that emerge in other types of integrated economic structures is irregularity. This means that balance of cooperation and competition in clusters and special economic areas contributes to their stable functioning and development, and conflicts in them do not frequently appear – they are rather exceptions. Thus, standardization of the practice of conflict resolution, which is most preferable for other types of integrated economic structures (mergers and acquisitions, technological parks, and innovative networks), is not popular in cluster unions and special economic areas. Mediation is offered as a preventive practice that precedes alternative methods of conflict resolution for the integrated economic structures. An algorithm of mediative conflict resolution for participants of clusters and special economic areas is developed.

**Keywords:** approaches to conflict resolution, participants of clusters, participants of special economic areas, alternative methods of conflict resolution, mediation.

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## КОНФЛИКТЫ МЕЖДУ УЧАСТНИКАМИ КЛАСТЕРОВ И ОСОБЫХ ЭКОНОМИЧЕСКИХ ЗОН И ПУТИ ИХ РЕШЕНИЯ

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**А н н о т а ц и я .** В статье анализируются подходы к разрешению конфликтов для участников кластеров и особых экономических зон в современной России. Для определения эффективности существующих подходов к регулированию данных конфликтов использован метод регрессионного анализа. Авторы определяют зависимость показателей роста и развития российской экономики от показателей развития кластеров и особых экономических зон в России в 2012–2018 гг. Установлено, что сущность конфликтов между участниками кластеров и особых экономических зон различна для разных бизнес-процессов. Подходы к разрешению конфликтов сужаются до оспаривания заключенных соглашений, что дестабилизирует интегрированные хозяйственные структуры, либо до игнорирования конфликтов, что способствует монополизации кластеров и особых экономических зон. Выбор метода зависит от доли рынка и власти субъектов конфликта, что приводит к неполноценному разрешению конфликтов и увеличению внутренних диспропорций интегрированных экономических структур, а также снижению их эффективности. Ключевой особенностью конфликтов между участниками кластеров и особых экономических зон и подходов к их разрешению по сравнению с конфликтами, возникающими в других типах интегрированных экономических структур, является неравномерность. Это означает, что баланс сотрудничества и конкуренции в кластерах и особых экономических зонах способствует их стабильному функционированию и развитию, а конфликты в них возникают не часто, а скорее являются исключениями. Таким образом, стандартизация практики разрешения конфликтов, наиболее предпочтительная для других типов интегрированных экономических структур (слияний и поглощений, технопарков, инновационных сетей), в кластерных объединениях и особых экономических зонах не популярна. Медиация предлагается в качестве превентивной практики, предшествующей альтернативным методам разрешения конфликтов интегрированных экономических структур. Разработан алгоритм медиативного разрешения конфликтов для участников кластеров и особых экономических зон.

**К л ю ч е в ы е с л о в а :** подходы к разрешению конфликтов; участники кластеров; участники особых экономических зон; альтернативные методы разрешения конфликтов; медиация.

The integration of economic subjects could be implemented not only in their own interests (e.g., strengthening of market positions during mergers and acquisitions), but also in the national interests (e.g., increase of competitiveness and economic growth just like with technological parks and innovative networks), and in the interests of development of regional economy. In this case, the integration takes the form of territorial sectorial economic clusters and special economic areas. Together with a common advantage—combination of cooperation and

competition (and, therefore, high effectiveness) – these integrated economic structures have their own specifics.

Clustering allows for development of the top-priority spheres of the region by means of complex horizontal and vertical integration of the involved business structures. This helps to establish stable relations with intermediaries and have the most profitable terms of supply of resources, as well as to provide support of regional authorities and growth of tax revenues of the region from activities of the cluster, and formation of the

brand of the cluster's products with increased competitive advantage and sustainable loyalty of the region's residents.

Creation of special economic areas allows developing territories that are lagging behind. In a climate of deficit of the federal budget, national support for development of these territories is a challenging task; creation of special economic areas allows attracting private investments in their development. Emphasis is not made on individual spheres of regional economy here. An additional advantage of special economic areas is wide opportunities for attracting direct foreign investments. Intensification of underdeveloped regions allows leveling the disproportions in development of regional economy and ensuring its well-balanced development.

Thus, the key advantages of clusters and special economic areas are their high flexibility and adaptability to specifics of regional economy. Popularity of these advantages in modern Russia emphasizes the importance of improving the methodology of resolving the conflicts that inevitably occur in clusters and special economic areas and are associated with the integration of business structures, each of which seeks its own commercial interests.

The purpose of this Chapter is to determine the drawbacks of the existing approaches to conflict resolution for participants of clusters and special economic areas in modern Russia and to develop alternative methods which would allow overcoming these drawbacks.

Theoretical foundations and practical examples of organization of activities of clusters and special economic areas are studied in the works of Ambroziak and Hartwell (2018), Chen et al. (2018), Frick et al. (2018), Gonzalez-Bravo et al. (2018), Pal and Mukherjee (2018), and Perchinunno et al. (2018). The role and value of clusters and special economic areas for quick growth and well-balanced development of regional economy in modern Russia, as well as related problems, are reflected in the works of Boyko and Usmanova (2018), Inshakova, Goncharov, and Kazachenok (2018), Inshakova, Goncharov, and Deryugina (2018), Popkova et al. (2017, 2018, 2019), Pozdnyakova et al. (2017), Sukhodolov et al. (2018), Tarakanov et al. (2019), and Zorin et al. (2016).

At the same time, approaches to dispute resolution for participants of clusters and special economic areas are not elaborated sufficiently in the existing publications. The method of

TABLE 1 – Dynamics of the indicators of development of clusters and special economic areas, index of global competitiveness, and index of economic growth of Russia in 2012-2018

Year	Index of Global Competitiveness, Points 1–7	Annual Growth Rate of Economy*, %	Clusters			Special Economic Areas		
			Number of Participants	Revenues of Participants, RUB Million	Labor Efficiency, RUB Million per Capita	Number of Participants	Revenue of Participants, RUB million	Labor Efficiency, RUB Million per Capita
	$Y_1$	$Y_2$	$x_1$	$x_2$	$x_3$	$x_4$	$x_5$	$x_6$
2012	4.2	3.518	105	17.4	1.5	246	29,726	4.7
2013	4.2	1.279	112	17.8	1.7	299	50,143	5.3
2014	4.2	0.718	118	18.2	2.0	356	53,391	4.1
2015	4.4	-2.838	125	18.5	2.2	439	64,654	4.0
2016	4.4	-0.248	130	18.4	2.5	525	115,186	5.4
2017	4.5	1.400	137	18.9	2.8	656	156,101	5.5
2018	4.6	1.444	145	19.2	3.1	671	195,862	5.9

\*in constant prices

Source: compiled by the authors.

regression analysis is used for determining the effectiveness of these approaches. The authors determine the dependence of the indicators of growth and development of the Russian economy on the indicators of development of clusters and special economic areas in Russia in 2012-2018.

Dynamics of the values of these indicators are shown in Table 6.1. The results of regression analysis are shown in Tables 6.2-6.5.

The results of the regression analysis demonstrate the absence of statistically significant regression dependencies of the value

of the global competitiveness index and the rate of economic growth on the values of the indicators of development of clusters and special economic areas in Russia in 2012-2018. Almost all F-significances and r-values exceed 0.05—therefore, regression dependencies are not observed at the level of significance  $\alpha=0.05$ , and

factor variables are included into the models of multiple linear regression.

This means that the approaches to conflict resolution for participants of clusters and special economic areas applied in modern Russia, are ineffective and thus hinder their development and expected advantages.

TABLE 2 – Regression Dependence of the Global Competitiveness Index on the Indicators of Development of Clusters in Russia in 2012-2018

Regression Statistics	
Multiple R	0.9639
R-square	0.9292
Normed R-square	0.8584
Standard error	0.0609
Observations	7

Dispersion Analysis					
	df	SS	MS	F	Significance F
Regression	3	0.1460	0.0487	13.1213	0.0313
Leftover	3	0.0111	0.0037		
Total	6	0.1571			

	Coefficients	Standard error	t-statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	4.4443	2.7929	1.5913	0.2098	-4.4440	13.3326
x <sub>1</sub>	0.0316	0.0354	0.8924	0.4379	-0.0810	0.1442
x <sub>2</sub>	-0.1810	0.2536	-0.7138	0.5269	-0.9881	0.6260
x <sub>3</sub>	-0.3102	0.6869	-0.4516	0.6822	-2.4961	1.8757

Source: calculated by the authors.

TABLE 3 – Regression Dependence of the Global Competitiveness Index on the Indicators of Development of Special Economic Areas in Russia in 2012-2018

Regression Statistics	
Multiple R	0.9609
R-square	0.9232
Normed R-square	0.8465
Standard error	0.0634
Observations	7

Dispersion Analysis					
	df	SS	MS	F	Significance F
Regression	3	0.1451	0.0484	12.0281	0.0353
Leftover	3	0.0121	0.0040		
Total	6	0.1571			

	Coefficients	Standard Error	T-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	4.1616	0.4393	9.4732	0.0025	2.7635	5.5596
x <sub>4</sub>	0.0005	0.0008	0.5962	0.5931	-0.0021	0.0031
x <sub>5</sub>	0.000001	0.000003	0.5485	0.6215	-0.000007	0.000010
x <sub>6</sub>	-0.0330	0.0728	-0.4536	0.6809	-0.2648	0.1987

Source: calculated by the authors.

TABLE 4 – Regression Dependence of the rate of Economic Growth on the Indicators of Development of Clusters in Russia in 2012-2018

Regression Statistics	
Multiple R	0.8121
R-square	0.6596
Normed R-square	0.3191
Standard error	1.6056
Observations	7

Dispersion Analysis					
	df	SS	MS	F	Significance F
Regression	3	14.9828	4.9943	1.9374	0.3003
Leftover	3	7.7337	2.5779		
Total	6	22.7165			

	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	112.3179	73.6275	1.5255	0.2246	-121.9975	346.6333
x <sub>1</sub>	-1.3703	0.9327	-1.4693	0.2381	-4.3385	1.5978
x <sub>2</sub>	-0.8735	6.6853	-0.1307	0.9043	-22.1490	20.4021
x <sub>3</sub>	33.3002	18.1074	1.8390	0.1632	-24.3257	90.9261

Source: Calculated by the authors.

TABLE 5 – Regression Dependence of the Rate of Economic Growth on the Indicators of Development of Special Economic Areas in Russia in 2012-2018

Regression Statistics	
Multiple R	0.7594
R-square	0.5767
Normed R-square	0.1533
Standard error	1.7904
Observations	7

Dispersion analysis					
	df	SS	MS	F	Significance F
Regression	3	13.0996	4.3665	1.3622	0.4028
Leftover	3	9.6169	3.2056		
Total	6	22.7165			

	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	2.9071	12.4043	0.2344	0.8298	-36.5688	42.3830
x <sub>4</sub>	-0.0269	0.0231	-1.1651	0.3282	-0.1004	0.0466
x <sub>5</sub>	0.0001	0.0001	0.8403	0.4624	-0.0002	0.0003
x <sub>6</sub>	0.8311	2.0565	0.4041	0.7132	-5.7135	7.3758

Source: Calculated by the authors.

Logical analysis of the essence and specifics of interaction between participants of clusters and special economic areas allowed compiling characteristics of the emerging conflicts and methods of solving them (Table 6.6).

As shown in Table 6.6, the reasons and

essence of conflicts are different for different business processes. Thus, during sales, the reason of conflicts consists in competition between participants of clusters and special economic areas for state orders. The essence of conflict is dissatisfaction with results of certain



auctions. During supply, the reason of conflicts consists in differences in the conditions of supply for different participants of clusters and special economic areas; the essence of conflict consists in dissatisfaction with supply contracts concluded by certain parties.

During production, the first reason of conflicts is the need for joining the resources; the essence of conflicts consists in complexity of the implementation of certain joint projects. Another reason of conflicts within these business processes consists in the need for transfer of technologies and information; the essence of conflicts consists in dissatisfaction by the terms of exchange of technologies and information. During innovations, the reason of conflicts consists in competition for innovations, while the essence consists in difficulties with certain innovative processes.

The methods of conflict resolution are narrowed down either to contesting the concluded agreements, which destabilizes the integrated economic structures, or to ignoring the conflicts, which contributes to the monopolization of clusters and special economic areas. Selection of the method depends on the market share

and power of subjects of the conflict, resulting in deficient conflict resolution and severe internal disproportions of integrated economic structures, as well as their reduced effectiveness.

Thus, the key peculiarity of conflicts between participants of clusters and special economic areas and the methods of their resolution, as compared to conflicts that arise in other types of integrated economic structures, is irregularity. This means that balance of cooperation and competition in cluster unions and special economic areas contributes to their stable functioning and development, and conflicts in them are rather exceptions to the rule.

Thus, standardization of the practice of conflict resolution, which is most preferable for other types of integrated economic structures (mergers and acquisitions, technological parks and innovative networks), is not popular in clusters and special economic areas. That's why there is a proposal to use mediation as the method of conflict resolution for these integrated economic structures. The suggested algorithm of mediative conflict resolution for participants of clusters and special economic areas is shown in Figure 1.

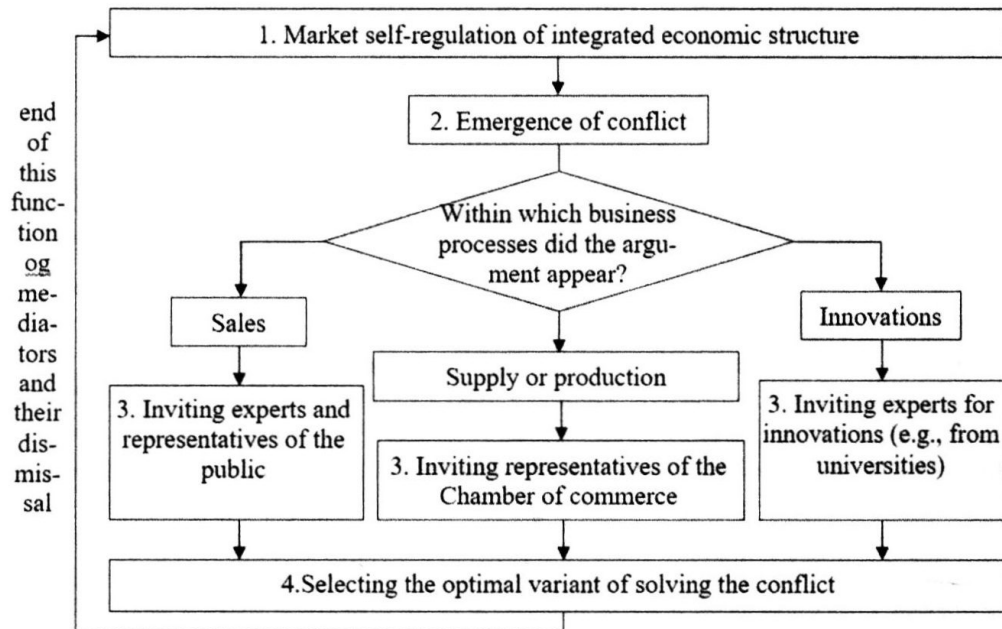
TABLE 6 – Characteristics of Conflicts Between Participants of Clusters and Special Economic Areas and Methods of Solving Them

Characteristics of Conflicts	Business Process at Which Conflicts Arise				
	Sales	Supply	Production	Innovations	
Reason of conflicts	Competition for state order	Different terms of supply for participants	Necessity for joining resources	Necessity for transfer of technologies and information	Competition for innovations
Essence of conflicts	Dissatisfaction with results of certain auctions	Dissatisfaction with certain supply contracts	Complexity of implementation of certain joint projects	Dissatisfaction with certain cases of exchange of technologies and information	difficulties with certain innovative processes
Methods of conflict resolution	Contesting and reconsidering the results	Contesting and reconsidering the contracts	Cooperation (joining the resources or transfer of technologies and information) with damage to own profit		Contesting and reconsidering the contracts
	<i>*Or conflict resolution in favor of the most competitive participants</i>				
Drawbacks of methods (negative consequences)	Instability of integrated economic structures		Loss of competitive advantages and reduction of attractiveness of integration		Instability of integrated structures
	<i>*Or gradual monopolization of integrated economic structures</i>				

Source: Compiled by the authors.

As shown in Figure 1, according to the presented algorithm, clusters, and special economic areas function in the conditions of market self-regulation. This means the absence of an established body of conflict resolution in

their organizational structure but allows for the presence of a managing company and other regulators (generally appointed by federal and regional authorities), which exercise the monitoring, control functions etc. but are



not involved in conflict resolution. In case of emergence of a conflict, the most preferable mediator is selected (depending on the business process):

- During conflicts that involve sales, experts in the sphere of state order and representatives of the public who are interested in provision of the corresponding public benefits are invited;
- During conflicts that involve supply or production, representatives of the regional branch of the Chamber of commerce are invited; and
- During conflicts that involve innovations, experts in innovations (e.g., from regional universities or research institutes) are invited.

The invited mediators select the optimal variant of a new conflict. The function of mediators terminates here, and they are removed from the integrated economic structure. This algorithm is cyclic—that is, return to the first stage occurs before the emergence of the next conflict.

Thus, it has been found in the course of the research that a serious drawback of the existing approaches to conflict resolution for participants of clusters and special economic areas in modern Russia consists in the dependence of effectiveness of their application on the status of the subject in an integrated economic structure.

Thus, participants of clusters and special economic areas with the highest market power can and prefer to contest the concluded contracts in their favor, while less influential subjects of these integrated economic structures have to ignore the conflicts.

This drawback is a reason of gradual monopolization of clusters and special economic areas, resulting in their reduced effectiveness. Mediation is offered as a method of conflict resolution, which allows eliminating this drawback. Its advantage, as compared to alternative approaches (and preventive practices) to conflict resolution, which are applied in other types of integrated economic structures (mergers and acquisitions, technological parks, and innovative networks), consists in flexibility and adaptability, which helps to achieve the following:

- Interactive selection of the mediator which ensures its independence and competence for solving a specific case and which allows for optimal resolution of conflicts, protecting the interests of all parties concerned; and
- Saving resources due to absence of regular governing body in the organizational structure of cluster or special economic area and inviting mediators for solving certain conflicts.

This advantage ensures high accessibility of

the offered alternative—mediative—procedure and special economic areas in modern Russia of conflict resolution for participants of clusters and its simple and quick institutionalization.

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## **SPECIAL METHODOLOGY FOR RESOLUTION OF CONFLICTS BETWEEN PARTICIPANTS OF TECHNOLOGY PARKS AND INNOVATION NETWORKS**

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**Abstract.** This paper is aimed at studying the methodology of regulation of conflicts between participants of technological parks and innovative networks in modern Russia and determining the prospects for its improvement with a view to maximizing the effectiveness of these integrated economic structures and their contribution into formation of innovative economy. The authors use the method of regression analysis for determining the dependence of the innovations index according to WIPO on the indicators of development of technological parks in Russia – their number, quantity of patents obtained, and average volume of expenditures for R&D – according to the Association of clusters and technological parks of the Russian Federation in 2011-2018. Thus, the working hypothesis is verified, and the results of the research indicate a need for the application of a special methodology of regulation of conflicts of participants of technological parks and innovative networks. In modern Russia, two preventive practices that precede alternative methods of conflict resolution of participants of these integrated economic structures, are used. The first practice involves individual execution of functions by participants of each innovative process, which eliminates the difference between their separate functioning in the market and entering technological parks and innovative networks. The second practice involves disregard of conflicts, which hinders commercialization of innovations and reduces the effectiveness of technological parks and innovative networks. These practices lead to prevention or termination of conflicts, which, nevertheless, are still to be resolved. An alternative approach to regulation which ensures effective regulation of conflicts between participants of technological parks and innovative networks consists in internal regulation which allows finding the optimal solutions of current problems and ensuring high effectiveness of these integrated economic structures. The developed preventive practices, preceding alternative methods of conflict resolution, are recommended for practical application in the modern Russian technological parks and innovative networks for the maximization of their contribution into formation of innovative economy in Russia.

**Keywords:** methodology of conflict resolution; technological parks; innovative networks; innovative economy; internal regulation.

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## СПЕЦИАЛЬНАЯ МЕТОДИКА РАЗРЕШЕНИЯ КОНФЛИКТОВ МЕЖДУ УЧАСТНИКАМИ ТЕХНОПАРКОВ И ИННОВАЦИОННЫХ СЕТЕЙ

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**Аннотация.** В статье анализируется методология регулирования конфликтов между участниками технопарков и инновационных сетей в современной России. Определяются перспективы ее совершенствования с целью максимального повышения эффективности этих интегрированных экономических структур и их вклада в формирование инновационной экономики. Авторы используют метод регрессионного анализа для определения зависимости индекса инноваций по версии ВОИС от показателей развития технопарков в России – их количества, количества полученных патентов и среднего объема затрат на НИОКР – по данным ВОИС. Результаты исследования свидетельствуют о необходимости применения специальной методологии регулирования конфликтов участников технопарков и инновационных сетей. В современной России используются две превентивные практики, предшествующие альтернативным методам разрешения конфликтов участников этих интегрированных экономических структур. Первая практика предполагает индивидуальное исполнение функций участниками каждого инновационного процесса, что устраняет разницу между их обособленным функционированием на рынке и вхождением в технопарки и инновационные сети. Вторая практика предполагает игнорирование конфликтов, что препятствует коммерциализации инноваций и снижает эффективность технопарков и инновационных сетей. Эти практики приводят к предотвращению или прекращению конфликтов, которые, тем не менее, еще предстоит разрешить. Альтернативный подход, обеспечивающий эффективное урегулирование конфликтов между участниками технопарков и инновационных сетей, заключается во внутреннем регулировании, позволяющем находить оптимальные решения текущих задач и обеспечивать высокую эффективность этих интегрированных экономических структур. Разработанные превентивные практики, предшествующие альтернативным методам разрешения конфликтов, рекомендуются для практического применения в современных российских технопарках и инновационных сетях для максимизации их вклада в формирование инновационной экономики России.

**Ключевые слова:** методология разрешения конфликтов; технопарки; инновационные сети; инновационная экономика; внутреннее регулирование.

In a climate of formation of innovative economy, the problem of activation of the investment and innovative activities of economic subjects has become very important. However, a serious problem on this path in modern Russia is separation, instability, and unsustainability of connections of research institutes that are engaged in R&D from the consumer and from innovation-active business structures, which complicates commercialization of innovations. Low marketing activity of research institutes that are engaged in R&D leads to the situation when the innovations that are created by them are

often not popular in the market and do not pose any commercial interest.

In addition to the above, the absence of association with possibilities and needs of innovation-active business structures leads to creation of either fundamental innovations which are difficult in implementation, or to creation of universal (framework) applied innovations, the application of which in the economic practice requires substantial improvement and adaptation to specifics of the business structures that implement them. Thus, in order to solve the above problem, the interest in integrated economic

structures that specialize in creation and implementation of innovations – technological parks and innovative networks – has grown.

The advantage of these structures consists in creation of a platform for integration and mutually profitable cooperation of all participants of the innovative process. This ensures target (focus on the satisfaction of specific needs of society) and applied (readiness for practical application) nature of newly-created innovations, due to which their quick implementation in the economic practice is achieved, which allows for the return on investments (i.e., profitable commercialization).

At the same time, specialization in different stages of the innovative process causes contradiction of interests of participants of technological parks and innovative networks. Their close interrelation and mutual dependence call for the application of a special methodology of resolving the conflicts arising between them. The working hypothesis of this Chapter consists in the idea that approaches to conflict resolution between participants of technological parks and innovative networks applied in modern Russia are imperfect, which leads to low effectiveness of these integrated economic structures and reduces their contribution into formation of innovative economy.

The purpose of this Chapter is to study the methodology of conflict resolution of participants of technological parks and innovative networks in modern Russia and to determine the prospects for

its improvement for maximizing the effectiveness of these integrated economic structures and their contribution into formation of innovative economy.

Specific features of functioning and development of technological parks and innovative networks and perspectives and practical experience of their stimulation for the formation of innovative economy in modern countries of the world are studied in a number of works: Dudukalov et al. (2016), Inshakova, et al. (2018), Inshakova and Goncharov (2019), Inshakova, Inshakova, Goncharov (2019), Link and Yeong Yang (2018), Nepelski and De Prato (2018), Olcay and Bulu (2016), Popkova (2017), Popkova et al. (2018a,b,c, 2019), Sukhodolov et al. (2018), Tyurina et al. (2017), Veselovsky et al. (2018a,b). At the same time, causal relations of emergence of conflicts between participants of technological parks and innovative networks and the methodology of resolving them are understudied; thus, it is necessary to conduct additional dedicated studies for filling this gap in the existing economic literature.

In order to verify the working hypothesis, the authors use the method of regression analysis. The authors use the method of regression analysis for determining the dependence of the innovations index according to WIPO on the indicators of development of technological parks in Russia – their number, quantity of obtained patents, and average volume of expenditures for R&D – according to the Association of

TABLE 1

	Index of Innovations, Points 0–100	Number of Technological Parks and Innovative Networks	Number of Received Patents	Average Volume of Expenditures of One Resident for R&D, RUB Million	Volume of Expenditures of One Resident for R&D per One Employee, RUB Thousand
Year	y	x <sub>1</sub>	x <sub>2</sub>	x <sub>3</sub>	x <sub>4</sub>
2011	35.85	152	544	1.6	97.6
2012	37.9	195	697	1.5	108.7
2013	37.2	200	715	2.0	114.0
2014	39.14	186	665	1.9	116.9
2015	39.32	167	597	2.0	125.3
2016	38.5	215	900	2.2	147.1
2017	38.76	192	1,051	2.3	152.4
2018	37.9	173	947	2.6	175.3

Source: compiled by the authors based on association of clusters and technological parks of the Russian Federation (2018), WIPO (2018).

TABLE 2 – Regression Statistics and Dispersion analysis of Dependence of the Index of Innovations on the Indicators of Development of Technological Parks and Innovative Networks in Russia in 2011-2018

Regression statistics	
Multiple R	0.5774
R-square	0.3334
Normed R-square	-0.5554
Standard error	1.4229
Observations	8

Dispersion Analysis					
	df	SS	MS	F	Significance F
Regression	4	3.0376	0.7594	0.3751	0.8164
Leftover	3	6.0739	2.0246		
Total	7	9.1115			

	Coefficients	Standard Error	t-Statistics	R-Value	Lower 95%	Upper 95%
Y-crossing	30.9604	6.3624	4.8661	0.0166	10.7124	51.2084
x1	0.0305	0.0354	0.8611	0.4525	-0.0823	0.1433
x2	-0.0050	0.0077	-0.6566	0.5583	-0.0295	0.0194
x3	-0.5688	4.1561	-0.1369	0.8998	-13.7954	12.6579
x4	0.0499	0.0778	0.6410	0.5671	-0.1976	0.2973

Source: compiled by the authors.

clusters and technological parks of the Russian Federation in 2011-2018. The initial statistical data are given in Table 1.

The results of the regression analysis of the data from Table 5.1 are shown in Table 2.

As shown in Table 2, there is no statistically significant dependence of the index of innovations on the indicators of development of technological parks and innovative networks in Russia in 2011-2018, as significance  $F > 0.05$  (0.8164) and multiple  $R < 0.90$  (0.5774). This is indicative of low effectiveness of approaches to conflict resolution participants of technological parks and innovative networks that are applied in modern Russia.

The characteristics of conflicts between participants of technological parks and innovative networks and the methodology of their regulation in modern Russia are shown in Table 3.

In order to achieve better clarity, the conflicts between participants of technological parks and innovative networks are studied through the prism of the stages of the innovative process – though in practice the same participants could be present at several stages at the same time, complicating the conflict resolution process even more. At the marketing stage, conflicts occur in connection with complexity of labor division, due to which marketing functions are repeated or performed

fragmentarily. One of the methods of conflict resolution at this stage is individual marketing, the drawback of which consists in the absence of advantages from participation in technological parks and innovative networks. Another method is ignoring the conflicts, which leads to gaps in marketing research and excessive spending of marketing resources.

At the stage of R&D, the reason of conflicts consists in complexity of unification of resources and leads to the large number of platforms for R&D and to general uncertainty, slowing down business processes at this stage. One of approaches to conflict resolution at this stage consists in the individual pursuance of R&D, the drawback of which is the absence of advantages from participation in technological parks and innovative networks. Another approach is ignoring the conflicts, which leads to reduction of competitiveness and financial losses of the most active participants of technological parks and innovative networks.

At the stage of registration of rights for innovations, conflicts arise due to complexity of determining the contribution of the participants in creation of innovations – which leads to desire of all participants to register the rights, regardless of their contribution into R&D.



TABLE 3 – Characteristics of Conflicts Between Participants of Technological Parks and Innovative Networks

Characteristics of Conflicts	Stage of the Innovative Process			
	Marketing	R&D	Registration of Rights for Innovations	Implementation of Rights for Innovations
Reason of conflicts	Complexity of labor division	Complexity of unification of resources	complexity of determining the contribution of participants	Collective property
Essence of conflicts	Recurrence of marketing functions or their fragmentary execution	Multiplicity of platforms for conduct of R&D and general uncertainty	Striving of all participants for registration of rights, regardless of their contribution	Necessity for approval of projects by all subjects of the rights
Approaches to conflict resolution	individual marketing	Individual R&D	Individual registration of rights for innovations	Individual implementation of rights for innovations
	<i>*Or ignoring of conflicts</i>			
	Absence of advantages from participation in technological parks and innovative networks			
Drawbacks of approaches (negative consequences)	<i>*Or problems in marketing research, excessive spending of marketing resources</i>	<i>*Or reduction of competitiveness and financial losses of the most active participants</i>		<i>*Or impossibility for commercialization of innovations</i>

Source: Compiled by the authors.

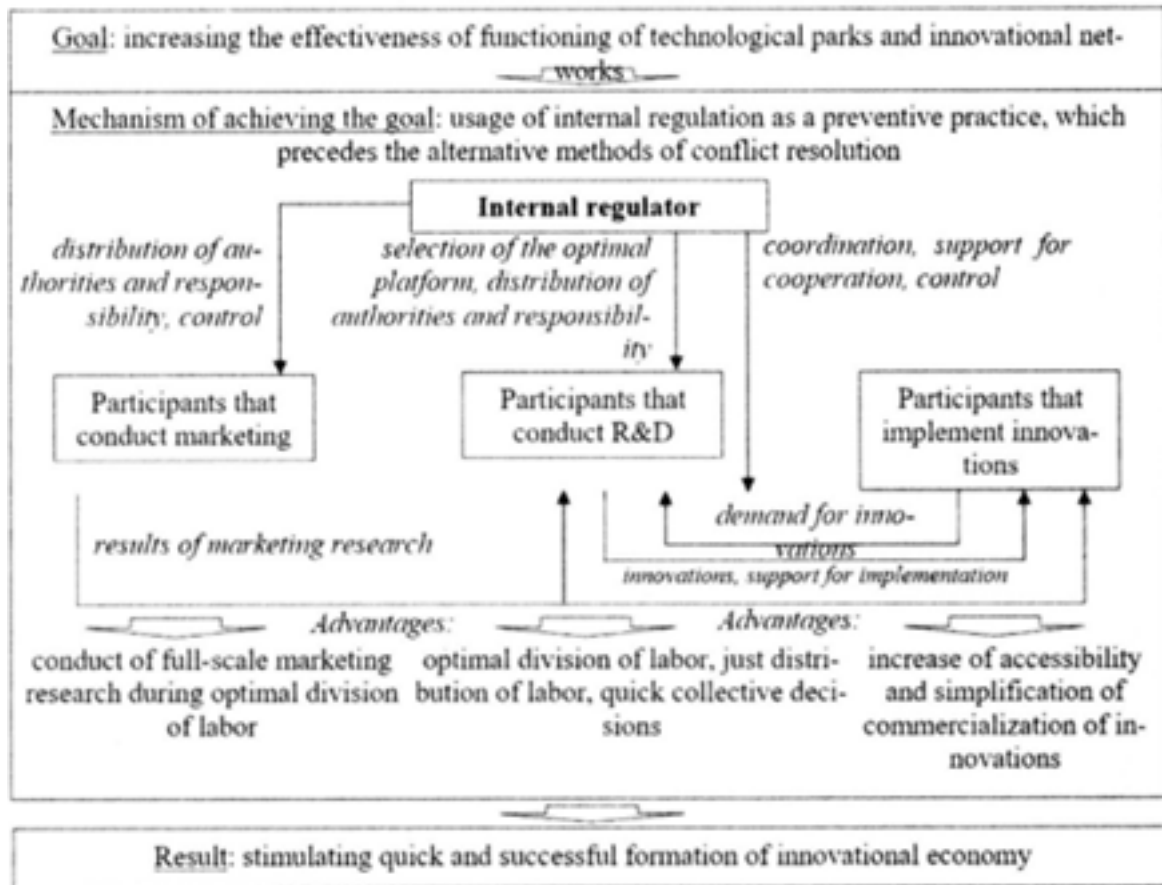
One of the approaches to conflict resolution at this stage consists in the individual registration of rights for innovations, the drawback of which is the absence of advantages from participation in technological parks and innovative networks. Another approach is ignoring the conflicts, resulting in reduced competitiveness and financial losses of the most active (at this stage) participants of technological parks and innovative networks.

At the stage of implementation of rights for innovations, the reason of conflicts consists in collective ownership of the items of intellectual property (innovations) and leads to the need for approving the projects for sale of innovations by all subjects of law. One of the approaches to conflict resolution at this stage consists in the individual implementation of rights for innovations, the drawback of which is the absence of advantages

from participation in technological parks and innovative networks. Another approach is ignoring the conflicts, resulting in the impossibility of commercialization of innovations.

The preventive practice, which precedes alternative methods of resolving conflicts between participants of technological parks and innovative networks, should be internal regulation, which implies creation of a governing body in these integrated economic structures. The internal regulator could be formed from representatives of participants of technological parks and innovative networks, which implies collective management, or could be appointed by the state, which implies individual management. The mechanism of using internal regulation as a preventive practice, which precedes alternative methods of resolving conflicts between participants of technological parks and innovative networks, is shown in Figure 1.

FIGURE 1 – Internal regulation as a preventive practice, which precedes alternative methods of conflict resolution participants of technological parks and innovative networks.



As shown in Figure 1, the internal regulator distributes authorities and responsibilities and controls their execution by participants of the technological park or innovative network engaged in marketing. This ensures full-scale marketing research with optimal division of labor. The internal regulator selects the optimal platform and distributes authorities and responsibilities of participants of technological park or innovative network engaged in R&D. This ensures optimal division of labor, equal distribution of rights, and quick collective decisions.

In addition, the internal regulator coordinates and supports cooperation of participants engaged in R&D and participants engaged in the implementation of innovations. This ensures increase of accessibility and simplification of commercialization of innovations. As a result, improved performance of technological parks and innovative networks is achieved, and promotion of these integrated economic structures is ensured in a climate of fast-growing and successful innovative economy.

Thus, the working hypothesis is verified. The results of the research indicated the need for the application of a special methodology during resolution of conflicts between participants of technological parks and innovative networks. In modern Russia, two preventive practices preceding alternative methods of conflict resolution of participants of these integrated economic structures, are used. The first method involves individual execution of functions by participants of each innovative process, eliminating the difference between their separate functioning in the market and participation in technological parks and innovative networks.

The second approach to regulation implies ignoring the conflicts, which hinders commercialization of innovations and reduces the effectiveness of technological parks and innovative networks. These approaches lead to prevention or termination of conflicts which are still unresolved. The preventive practice, which precedes alternative methods of conflict resolution and ensures effective conflict resolution for

participants of technological parks and innovative networks, should be internal regulation—which allows for quick solutions to important problems and provision of high effectiveness of these integrated economic structures. The developed

preventive practice is recommended for practical application in the modern Russian technological parks and innovative networks for maximization of their contribution into the formation of innovative economy in Russia.

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# ПРАВИЛА ОФОРМЛЕНИЯ, ПРЕДСТАВЛЕНИЯ И ПУБЛИКАЦИИ СТАТЕЙ В ЖУРНАЛЕ «ЖУРНАЛ МОНЕТАРНОЙ ЭКОНОМИКИ И МЕНЕДЖМЕНТА»

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