**ECONOMIC ANNALS-XXI**

ISSN 1728-6239 (Online)

ISSN 1728-6220 (Print)

<https://doi.org/10.21003/ea><http://www.soskin.info/ea/>

Volume 186 Issue (11-12)'2020

Citation information: Mayakova, A. (2020). Risk management of sociocultural process: digital revolution. *Economic Annals-XXI*, 186(11-12), 48-57. doi: <https://doi.org/10.21003/ea.V186-06>

UDC 65.018

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Risk management of sociocultural process: digital revolution

Abstract. Risks and threats play an important role in the development of the sociocultural sphere, while risk management makes it possible to identify and predict them. In this regard, it is relevant, expedient and necessary to undertake an attempt to adapt the economic methodology of risk management to the sociocultural process by means of socio-humanitarian revision of risk management and the formation of an integrated model of sociocultural risk management based on the relevant methodology. Such a model will provide an opportunity for a more detailed approach to the process of assessing and controlling the occurrence of risk, as well as increasing the predictability of potential risk based on the accumulated scientific and practical knowledge and previous experience. The approach to the problem proposed by the author will expand the theoretical and methodological base not only of socio-humanitarian science, but also innovation, general management theory and the risk management methodology itself. The purpose of the paper is to define the specifics and main trends of risk management in relation to the sociocultural process, as well as assess the possibilities of applying this methodology for managing and preventing sociocultural risks. Basing on sociocultural and interdisciplinary approaches, risk management techniques, crisis concepts and the socio-technical landscape of digital reality, an integrated risk management model was formed in relation to the socio-cultural process. It will create an effective mechanism for predicting risk and reducing its impact on the sociocultural process, focused on solving the problems of stabilization and development of objects and processes, and can also be used as a tool in the procedure for making and implementing decisions in strategic planning and project management. Based on the results of this study, a set of main trends in risk management will be formulated in relation to the sociocultural process. The authors of the paper consider the possibilities of using this methodology for managing and preventing sociocultural risks and form an integrated model of risk management in relation to the sociocultural process in the context of a digital revolution.

Keywords: Risk Management; Sociocultural Process; Sociocultural Risk; Digitalization; Risk Management Model

JEL Classification: M10

Acknowledgements and Funding: The publication was prepared with the support of a grant from the Russian Science Foundation, project No. 19-18-00504 «Socio-technical landscapes of digital reality: ontological matrices, ethical and axiological regulations, road maps and information support for management decisions».

Contribution: The author contributed personally to this work.

DOI: <https://doi.org/10.21003/ea.V186-06>

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Ризик-менеджмент соціокультурного процесу: цифровий переворот

Анотація. Ризики та загрози відіграють важливу роль у розвитку соціокультурної сфери, а ризик-менеджмент дає можливість виявляти й прогнозувати їх. У зв'язку з цим актуально, доцільно

та необхідно вдатися до спроб адаптації економічної методології управління ризиками (ризик-менеджменту), до соціокультурного процесу шляхом соціогуманітарного перегляду ризик-менеджменту та формування укрупненої моделі управління соціокультурними ризиками на базі відповідної методології. Така модель надасть можливість детально підійти до процесу оцінки й контролю виникнення ризиків, а також підвищити прогнозованість потенційних ризиків на підставі накопичених наукових і практичних знань, а також попереднього досвіду. Запропонований автором підхід до проблеми дозволить розширити теоретико-методологічну базу не тільки соціогуманітарної науки, а й інноватики, теорії загального менеджменту та методології управління ризиками.

Метою статті є визначення специфіки та основних трендів ризик-менеджменту стосовно соціокультурного процесу, а також оцінка можливостей застосування даної методології для управління й попередження соціокультурних ризиків.

На основі соціокультурного й міждисциплінарного підходів, методики управління ризиками, концепцій криз і соціотехнічного ландшафту цифрової реальності сформовано укрупнену модель ризик-менеджменту соціокультурних процесів, яка дозволить створити ефективний механізм прогнозування ризиків та зменшити їх вплив на соціокультурний процес, орієнтований на вирішення проблем стабілізації та розвитку об'єктів і процесів, а також зможе використовуватися в якості інструментарію під час прийняття й реалізації рішень при стратегічному плануванні та управлінні проектами.

За підсумками проведеного дослідження було сформульовано комплекс основних трендів ризик-менеджменту, які стосуються соціокультурного процесу, аргументовано можливості застосування даної методології для управління й попередження соціокультурних ризиків, а також запропоновано укрупнену модель ризик-менеджменту стосовно соціокультурного процесу в умовах цифрового перевороту.

Ключові слова: ризик-менеджмент; соціокультурний процес; соціокультурні ризики; цифровізація; модель ризик-менеджменту.

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Риск-менеджмент соціокультурного процесу: цифровий переворот

Аннотация. Риски и угрозы играют немаловажную роль в развитии социокультурной сферы, а риск-менеджмент дает возможность их выявления и прогнозирования. В связи с этим актуально, целесообразно и необходимо предпринять попытку адаптации экономической методологии управления рисками (риск-менеджмента) к социокультурному процессу путем социогуманитарного пересмотра риск-менеджмента и формирования укрупненной модели управления социокультурными рисками на базе одноименной методологии. Такая модель предоставит возможность более детально подойти к процессу оценки и контроля возникновения риска, а также повысит прогнозируемость потенциального риска на основании накопленных научных и практических знаний и предшествующего опыта. Подход к проблеме, предложенный автором, позволит расширить теоретико-методологическую базу не только социогуманитарной науки, но и инноватики, теории общего менеджмента и самой методологии управления рисками.

Целью данной статьи является определение специфики и основных трендов риск-менеджмента применительно к социокультурному процессу, а также оценка возможностей применения данной методологии для управления и предупреждения социокультурных рисков.

На основании социокультурного и междисциплинарного подходов, методики управления рисками, концепций кризисов и социотехнического ландшафта цифровой реальности сформирована укрупненная модель риск-менеджмента применительно к социокультурному процессу, которая позволит создать эффективный механизм прогнозирования риска и уменьшения его влияния на социокультурный процесс, ориентированный на решение проблем стабилизации и развития объектов и процессов, а также сможет использоваться в качестве инструментария в процедуре принятия и реализации решений при стратегическом планировании и управлении проектами.

По итогам данного исследования сформулирован комплекс основных трендов риск-менеджмента касательно социокультурного процесса, аргументированы возможности применения данной методологии для управления и предупреждения социокультурных рисков и сформирована укрупненная модель риск-менеджмента, имеющая отношение к социокультурному процессу в условиях цифрового переворота.

Ключевые слова: риск-менеджмент; социокультурный процесс; социокультурный риск; цифровізація; модель риск-менеджмента.

1. Introduction

Under the current situation of the total production and research, it is necessary to adapt the risk management methodology, taking into consideration philosophical, humanitarian and socio-economic perspectives. A theoretical and methodological analysis of risk management will identify and rank the key aspects of this methodology for it to be applied in the socio-humanitarian

sphere, thereby expanding the scope of the methodology itself. Consequently, there is an urgent need for fundamental research of theoretical, methodological and predictive aspects of risk management.

In addition, the relevance lies in the need for further comprehension of the paradigmatic discourse of modern Open Science, initiated by the concepts of uncertainty, instability, complexity, risk and communication. The approach to the problem proposed in the study will expand the theoretical and methodological basis of not only the methodology of science and the philosophy of science and technology, but also of innovation, the theory of general management and the methodology of risk management itself. Considering the fact that risks and threats play an important role in the development of the sociocultural sphere, and risk management makes it possible to identify and predict them, it is relevant, expedient and necessary to attempt a formation of a risk management model applied to sociocultural processes based on the relevant methodology. Such a model will provide an opportunity for a more detailed approach to the process of assessing and controlling the occurrence of risks, as well as increasing the predictability of potential risks based on the accumulated scientific and practical knowledge and previous experience.

2. Brief Literature Review

The most widespread study of industrial and economic risks has become widespread, not so much by philosophers and scientists as by practicing specialists. In a number of his works, the German sociologist W. Fricke speaks about the formation of the humanistic paradigm in the sociology of technology (Fricke, 1993). Works by Bulgarian, German, Swiss, Austrian and British scientists in the field of social assessment of technology, among whom are V. Terziev, A. M. Cook, J. M. Polgar, P. Encarnacao, R. Balanay, A. Halog and others (Terziev, 2019; Cook, Polgar, & Encarnacao, 2020; Balanay & Halog, 2019), are of considerable interest.

Attempts to form a risk assessment model have been undertaken by many scientists and specialists. Thus, in 2016, a risk management model for financial institutions was presented by a group of Spanish risk management specialists led by L. Lamas (Lamas et al., 2016). An international group of specialists from McKinsey & Company, such as T. Wallace (London), A. Raggl (Bangkok), M. Tejada (Paris), and R. Agarwal (New York) presented the work known as «Model Risk Management. Global Update 2019. Latest insights into the evolution of model governance practices across North America, Europe and Asia». There they emphasize not only the importance and relevance of modeling in the field of risk management, but also identify modeling as a separate discipline (Wallace, Raggl, Tejada, & Agarwal, 2019). Research in the field of risk management is actively carried out by scientists such as A. A. Kudryavtsev, N. P. Deberdieva, A. V. Voronin, I. A. Larina and others (Kudryavtsev, 2018; Deberdieva & Voronin, 2020; Larina, 2021).

In terms of modeling, we note the circular economy model (Matviyuchuk-Soskina, Krysovaty, Zvarych, Zvarych, & Ivashchuk, 2019), the transition to which is becoming global in nature, and the benefits of implementing this concept are becoming more and more obvious. According to the experts of the Ellen MacArthur Foundation, the circular economy can annually provide an increase in the income of the world economy exceeding USD 1 trillion by 2025. In addition, the transition to a circular economy will create tremendous opportunities for modernization of production and the introduction of industrial innovation, providing an annual increase in productivity by 3%, and, as a result, a growth of GDP by 7% (MacArthur, 2014). These impressive numbers is the best motivation for the transition to a circular economy, both for politicians and entrepreneurs.

The issue of managing sociocultural risks has been repeatedly raised in studies of sociocultural processes. In the work «Theoretical and legal aspects of risk management», Professor M. A. Lapina reveals in detail the legal side of the issue, shifting the emphasis from the side of standardization (Lapina, 2015). Scientists in the field of cultural studies and art history, such as N. M. Genova and V. V. Steblyak, consider the dynamics, features and types of sociocultural processes (Steblyak & Genova, 2019).

Considering the fact that risk management is primarily a foreign «product», it is natural that the main ideas and methods have been adapted by the Russian businesses and science for their own management. In this area of management, we should mention «Against the gods: the remarkable story of risk» by Peter Bernstein, «Risk management» by H. Wayne Snider, «The black swan» by Nassim Taleb, «Risk analysis: a quantitative guide» by David Vose and others (Bernstein, 1998; Snider, 1964; Taleb, 2007; Vose, 2008). These books confirm the initial idea of risk management: risk management is not only managers' toolkit, it is a philosophy of their lives.

3. The purpose of the paper is to determine the specifics and main trends of risk management in relation to sociocultural processes and assess the possibilities of using this methodology for managing and preventing sociocultural risks.

4. Results

Consideration of sociocultural risks involves a joint study of risk factors, real and potential risks based on philosophical and scientific methodology in a changing scientific and technological environment. As part of this work, it is planned to study the possibility of preventing risks. This issue is of interest not only to theoretical scientists, but also to practitioners. In this regard, research is not limited to philosophical and methodological comprehension. It provides specialized standards for identification, control and prevention of risks based on ISO and technical regulations (ISO 31000: 2018, Risk management - Guidelines). Considering the risk management process in relation to the sociocultural sphere, it is advisable to turn to the concept of the sociocultural process. This concept has a wide range of definitions: from the behaviour of society in certain cultural conditions to the conflict of cultural interests, traditions and patterns. A detailed definition of the sociocultural process was given by A. I. Kuskarova in the work «Sociocultural process: state, features, factors of interaction», according to which «sociocultural processes are a change in the state of cultural systems and objects over time, as well as typical models of interaction between people and their social groups» (Kuskarova, 2011) ... This definition details the concept of a sociocultural process both in relation to a person and society, and it is relevant to a change in sociocultural ideologemes. Along with the concept of the sociocultural process, L. S. Vygotsky's socio-cultural approach (theory) is widely used in the humanities (Vygotsky, 1983). The sociocultural approach studies how a person's experience, influence and culture help to shape their behaviour. The theory was developed by L. S. Vygotsky in the 1930s. According to Vygotsky there are three cultural tools that children use to inform their cognitive abilities. A person's ability to remember information is the result of our understanding of complex language. The bifold model takes into account both social and cultural influences and biological factors. The sociocultural approach gives researchers and psychologists a more informed view and understanding of the motives that induce a person to behave in a certain way. Rather than relying solely on biological factors, this approach promises to paint a brighter picture of the human mind through a broader understanding of how we acquire cognitive abilities at an early age. In the years since the English translations popularized the zone of immediate development proposed by L. S. Vygotsky, many psychologists have expanded his theory.

Returning to the study of the sociocultural process, we note that its implementation is possible only in relation to the psychological, ethical and axiological characteristics of a person and society of a particular cultural environment. In this regard, one of the main elements of the model is the sociocultural process (phenomenon, element, etc.). It is within the framework of the sociocultural process that similar risks, their analysis and minimization arise.

The methodology of sociocultural risk management involves a sequential process aimed at eliminating or minimizing risk. If we outline the methodology briefly, it will consist of the following elements:

1. Implementation of the process.
2. Occurrence of a riskogenic event or factor.
3. Analysis of a riskogenic event or factor.
4. Formation of a set of measures to minimize and eliminate a riskogenic event or factor.
5. Application and unification of a set of measures to minimize and eliminate a riskogenic event or factor.

The risk management methodology involves the deployment of risk management in relation to the sociocultural sphere in order to be able to solve relevant problems. At the same time, interdisciplinary analysis and revision of regulatory documentation on risk management (ISO 31000: 2018, Risk management - Guidelines, Federal Law of the Russian Federation No. 172-FZ, 2019; EUROPE 2020; Horizon 2020), and quality management (ISO 9000: 2015) made it possible to form a package of proposals and measures to minimize and eliminate sociocultural risks (Mayakova, 2019), capable of a diversified approach to solving applied problems of risk management in the sociocultural sphere. The risk management methodology involves a joint analysis and systematization of approaches to management (Mayakova, 2019) and risk forecasting and allows considering these processes as one of the most important elements

of the socio-technical landscape of digital reality (V. I. Arshinov, V. G. Budanov, I. A. Aseeva, N. A. Korenevsky and others), the coordinates of which are: living conditions, the significance of life, self-assessment of vital activity (Kamensky & Grimov, 2019; Budanov & Aseeva, 2019).

Speaking of the applied aspect of the sociotechnical landscape and associated sociocultural risks, the ambitious European Union program «EUROPE 2020. A strategy for smart, sustainable and inclusive growth» (EUROPE 2020) is a good example which sets global goals and generates innovative methods. The whole program is built on the thesis «Europe is undergoing transformation». Moreover, transformation is meant in all spheres of life. In this regard, EUROPE 2020 has established three complementary priorities:

- smart growth: developing an economy based on knowledge and innovation;
- sustainable growth: promoting a more resource efficient, environmentally friendly and competitive economy;
- inclusive growth: stimulating a high-employment economy that ensures social and territorial cohesion.

The European Union did not set specific numbers, but proposed goals:

- 75% of the population aged 20-64 must be employed;
- 3% of the EU GDP should be invested in R&D;
- the 20/20/20 climate/energy targets must be met (including an increase of up to 30% emission reductions if conditions are right);
- the share of graduates of the primary educational level must be less than 10%, and at least 40% of the younger generation must have a higher education;
- fewer than 20 million people should be at risk of poverty.

Nevertheless, no one could imagine that with the progressive movement towards the goals within 8 years, the year 2019 would bring dramatic changes (the corona virus pandemic), and digital modernization would transform into a digital revolution. The world has changed beyond recognition. And we deal not just with risks or threats but with the beginning of a new civilization with the slogan: the world will not be the same.

The impact of the pandemic on socio-cultural and business processes was enormous. «COVID-19 exposes socioeconomic inequality and may increase it in the near future,» writes an economist Enrico Bergamini, a researcher at European Research Center Bruegel (Bergamini, 2020). Depending on the level of income, living conditions and profession, people will experience the economic shock that accompanies a pandemic in different ways, which may increase polarization in society. Governments around the world have been taking steps to contain the economic impact of the pandemic since March 2020. Due to the need for significant budgetary expenditures for anti-crisis assistance, the European Union suspended the fiscal rules limiting the budget deficit and the level of public debt at 3% and 60% of GDP, respectively (EU Press Release, 2020).

The measures include anti-crisis payments (to citizens, small and medium-sized businesses) and compensation for lost income, deferred payment of taxes and servicing loans, opening government lines of credit and guarantees, according to experts from Bruegel, monitoring such measures in Europe (Anderson, Bergamini, Brekelmans, Cameron, Darvas, Domínguez Jiménez, Lenaerts, & Midões, 2020).

Thus, Germany directs funds in the amount of 4.4% of its GDP on direct payments. This amount includes, among other things, funding for the Kurzarbeit program: the affected companies do not lay off their employees, but send them on unpaid leave or significantly reduce working hours, and the state compensates employees for up to 60% of their lost income. This program proved to be effective during the 2008-2009 global crisis, allowing Germany to curb and even reduce unemployment, while unemployment in OECD countries increased by one and a half times over the same period.

The USA will spend 5.5% of GDP on direct payments, including up to USD 1,200 per adult (based on annual income) and an additional USD 500 per child. Italy pays EUR 600 to self-employed and EUR 100 a bonus to everyone who cannot work from home (with an annual income of less than EUR 40,000), as well as EUR 600 to all working parents; in total, almost 1% of GDP is directed to direct financial support. The UK compensates up to 80% of wages to those who have lost their jobs and to all self-employed; the total direct stimulus package is almost 1.5% of GDP. Greece will pay EUR 800 for about 80% of all employed in the private sector.

According to the economic and analytical study of the European research center Bruegel (Anderson, Bergamini, Brekelmans, Cameron, Darvas, Domínguez Jiménez, Lenaerts, &

Midões, 2020), fiscal measures to counter the economic consequences of corona virus are as follows (Table 1).

«In developing countries, there is less room for fiscal maneuver, and the fall in markets, currencies and export earnings that has already occurred there may only be the beginning of a storm,» noted Marek Dombrowski, a professor at the Higher School of Economics, Bruegel and a researcher and his co-author Marta Dominguez-Jimenez (Dombrowski & Jimenez, 2020). «A pandemic in such countries could trigger leadership crises and become a factor of political instability,» Foreign Policy warns. In countries where the poorest segments of the population are already under intense pressure, the measures taken by the authorities to limit the spread of infection only exacerbate this pressure.

The combination of the above factors has a strong effect on the global socio-cultural and economic process. One of the possible ways out of the complex socio-economic situation that has developed today is the transition to a circular economy. At the same time, each country has not only national features of the transition to the concept of a circular economy, but also different priority areas for its implementation, due to the level of economic development. Developed countries, changing the existing structure of production and consumption, take a leading role in the implementation of circular systems, and in the future they will support the transition to a circular economy in developing countries through financing and technology transfer. The latter, in turn, should take into account the principles of a circular economy, when solving development problems.

One of the factors hindering the implementation of circular business projects is the presence of certain barriers that restrict access to bank financing. In this regard, it becomes necessary to develop a unified methodological framework for assessing the effectiveness, payback and risks of implementing such projects, taking into account the collateral value of material resources and waste used in the circular economy, increasing the life of assets, as well as carrying out significant information and educational work. The carried out studies have shown that innovative business models of a circular economy arise and develop primarily in an urbanized and environmentally responsible environment and are aimed at reducing dependence on material resources, increasing efficiency and increasing profits.

Studying the experience of implementing a circular economy through practical examples within five business models (circular delivery, resource recovery, platforms for exchange and sharing, product lifecycle extension, product as a service) has shown that:

- both companies and consumers benefit from the introduction of a circular economy;
- in addition to short-term financial benefits, companies have long-term strategic advantages, which include optimizing material flows, entering new markets, expanding the scope of customer service or after-sales services, as well as earning additional profit in the provision of services related to the closed cycle process (Batova, Sachek & Tochitskaya, 2018).

The expansion of the scale of the circular economy is impossible without a systemic complex restructuring, starting from legislative regulation, introduction of technologies, financing and doing business, the readiness of society as a whole to change its habits towards the widespread use of circular products and the creation of new platforms and schemes of interaction between producers and consumers of circular goods (Batova, Sachek & Tochitskaya, 2018).

Table 1:
Discretionary 2020 fiscal measures adopted in response to coronavirus by 18 November 2020, % of 2019 GDP

| | Immediate fiscal impulse | Deferral | Other liquidity /guarantee | Latest update |
|----------------------|--------------------------|----------|----------------------------|---------------|
| Belgium | 1.4% | 4.8% | 21.9% | 22/10/2020 |
| Denmark | 5.5% | 7.2% | 4.1% | 01/07/2020 |
| France | 5.1% | 8.7% | 14.2% | 05/11/2020 |
| Germany | 8.3% | 7.3% | 24.3% | 04/08/2020 |
| Greece | 3.1% | 1.2% | 2.1% | 05/06/2020 |
| Hungary | 0.4% | 8.3% | 0.0% | 25/03/2020 |
| Italy | 3.4% | 13.2% | 32.1% | 22/06/2020 |
| Netherlands | 3.7% | 7.9% | 3.4% | 27/05/2020 |
| Portugal | 2.5% | 11.1% | 5.5% | 04/05/2020 |
| Spain | 4.3% | 0.4% | 12.2% | 18/11/2020 |
| UK | 8.3% | 2.0% | 15.4% | 18/11/2020 |
| United States | 9.1% | 2.6% | 2.6% | 27/04/2020 |

Source: European research center Bruegel (2020)

Returning to the study of the socio-cultural process, we note that the results of EUROPE 2020 will be summed up in mid-2021. Currently, we can only be guided by preliminary results and statistical data of sociological surveys at various levels. And here are some of them, according to the European Union Institute for Security Studies (Global Trends to 2030, 2019).

The world is becoming less and less free. Before 2007, democracies and freedoms expanded around the world. Today they are in decline - a trend that has not abated over the past 13 years.

Global power is changing: if today four of the eight largest economies are European (including the UK), then by 2030 their number will be reduced to three (including the UK), and by 2050 only Germany will remain.

The world economy is turning to the East: if in 2008 the size of the European economy (at current market prices) was more than six times than that of China, today China has almost caught up with the EU with an economy of EUR 11.4 trillion against EUR 15.9 trillion for the EU 28 or EUR 13.5 trillion for EU 27.

Connectivity is a new geopolitics: if in 2010 there were about a billion Internet users worldwide, today this number is almost four billion and it is still growing. At the same time, the number of connected devices is growing exponentially due to the rapidly growing Internet of Things and the digital revolution. Indeed, connectivity is becoming a powerful expression of political power and global ambition far beyond classical economics.

Taking into account previous experience and new knowledge, F. Timmermans and J. Katainen presented «Reflection paper towards a sustainable Europe by 2030». According to this document, the key factors contributing to the transition to a sustainable Europe by 2030 are:

1. Education, training, science, technology, research, innovation and digitalization. For example, artificial intelligence can dramatically improve productivity in many areas, from healthcare to more efficient agriculture.
2. Finance, pricing, taxation and competition. An investment plan for Europe can mobilize some of the resources required for a sustainable transition, and an action plan for sustainable finance can help put finance on a sustainable path. Tax systems and pricing must be designed to reflect the real environmental and social costs of production and to ensure that sustainable products and services are more affordable.
3. Corporate social responsibility: creating a socially and environmentally responsible business can lead to sustainable profits and growth, new market opportunities and long-term value.
4. Open and orderly trade.
5. Governance and policy coherence, the main principles of which are the rule of law, democracy and sovereignty, peace, justice and strong institutions
6. Unity within the EU as a successful peace project for sustainable development (Timmermans & Katainen, 2019).

In this regard, it can be argued that modeling the picture of risks and threats is an urgent and important task not only for science, but also for politics, economics, and engineering. At the same time, one of the key aspects of the sociocultural risk management model is the thesis that the management of sociocultural risks primarily relies on spirituality, since it is a defining condition for the life of a person and humanity, the basis for building social ties and social relations. Spirituality is a separate reflection of the essence of a person, the basis of the relationship between people, and therefore of human civilization, the basis of self-development of the individual. It is spiritual transformation and spiritual evolution that a new modern society should be built on, despite the fact that it is called digital. Showing personal spiritual qualities in a creative direction, a person forms a new reality of their own being, from which, as from the bricks of the universe, a modern civilization is created, the basis of which is spirituality and a high quality of life, which is expressed and manifested in the sociocultural process. This conclusion is a direct reference to the concept of the sociocultural process and Vygotsky's sociocultural theory (Vygotsky, 1983).

A similar concept has been presented by a team of politicians, researchers and public figures led by Florence Gaub, the Deputy Director of the European Union Security Studies Institute (EUISS). As part of the report «Global Trends to 2030: Challenges and Choices for Europe report», she has put forward the thesis: a strong Europe - a better world. Florence Gaub presented her vision of spirituality on which the new social world of Europe should be built. According to the speaker, Europe is needed not only by Europe, but also by the whole world as

a source of inspiration for a better future; a reliable balance between economic, social and environmental goals; a beacon of democracy, diversity and freedom; a true champion of multi-lateralism and collaborative approaches in a world increasingly dominated by nationalism and zero-sum politics. Europe remains a normative superpower, a place that sets the global gold standard when it comes to human-centered technology and digital rights, consumer regulation and welfare, social protection, and inclusive societies (Gaub, 2019).

Thus, we can conclude that spirituality and humanocentric technologies are the defining basis for managing sociocultural risks. It expresses the internal integrity of the subjectivity of the process and brings meanings and values to life. It significantly expands and strengthens the systemic interconnections between the elements of the risk management model, which is built largely on technical and economic foundations. The graphic view of the sociocultural risk management model is shown in Figure 1.

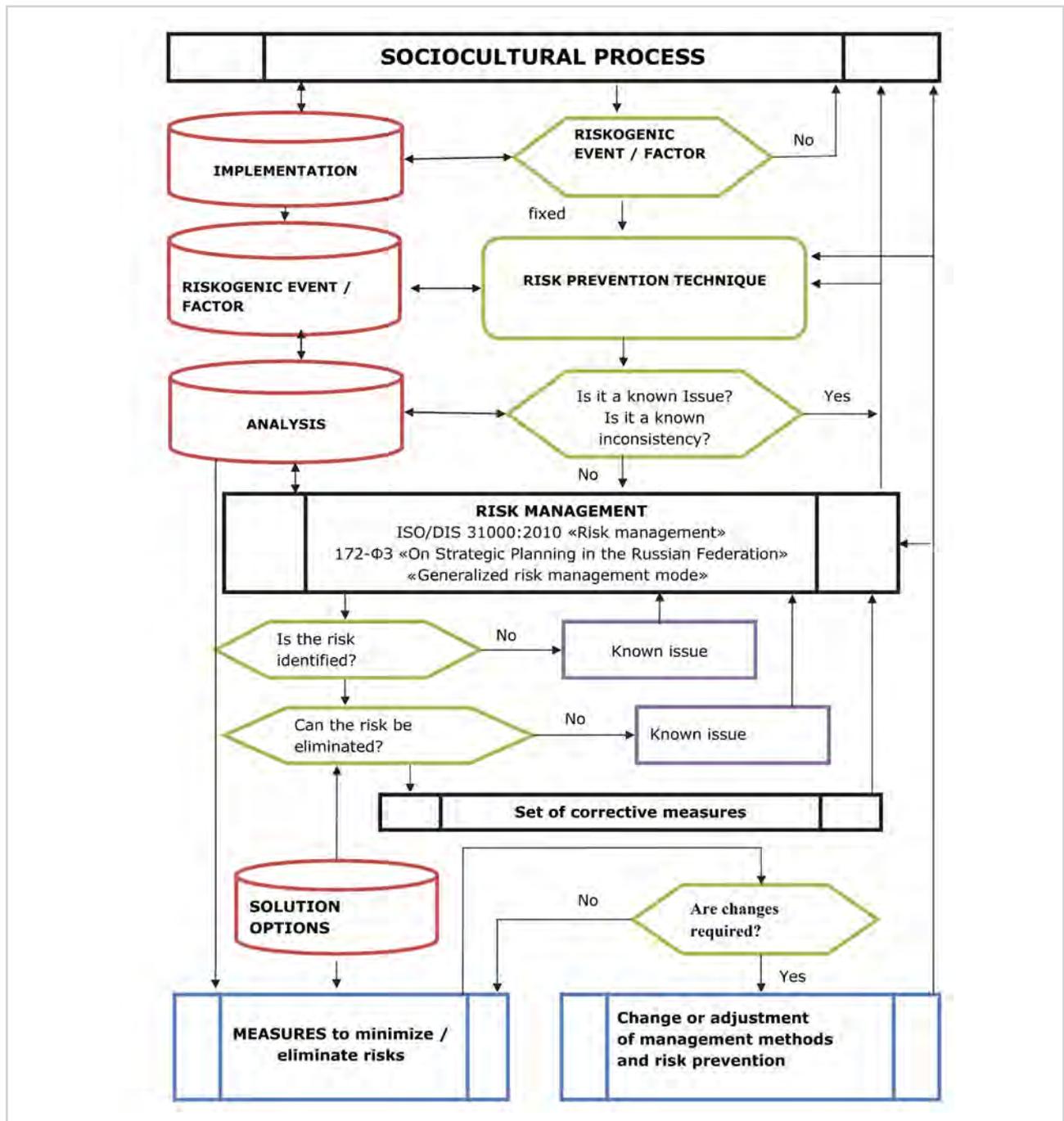


Figure 1:
Model of sociocultural risk management
Source: Compiled by the author

5. Conclusions

The model makes it possible to provide a complete risk management process in relation to sociocultural processes and clusters: from the direction (implementation of the process) to the result (minimization and elimination of risks). The interaction of the elements of the presented model, namely the subject and object of risk management, occurs bi-directionally:

- in the process of exercising the control influence of the subject on the object through the adoption and implementation of a set of corrective measures or other options for management decisions in terms of improving the socioeconomic and sociocultural situation, which results in improving the quality of life of both an individual and society by minimizing and/or eliminating risks and threats;
- in the process of implementing a feedback mechanism, due to which the subject has an opportunity to track the implementation of adopted and approved decisions and accumulate information about the state of the object, including its transformation. This mechanism is the method of risk management, as well as the classification of sociocultural risks.

The sociocultural risk management model can be applied, among other things, to major social clusters, such as education, health care, leisure, etc. Using the model will assess the effectiveness of the management of socio-anthropological and sociocultural processes based on risk management and risk management techniques. Risk management is not just an instrument of the real economy, but also one of the main elements of strategic planning in the sociocultural sphere, along with quality management, it acts as the basis for an effective socioeconomic policy in developed countries. The Russian Federation is implementing a set of national projects, which is intended to improve the quality of life and modernize the risk management system, respectively.

The author's model covers the full research cycle: the study and adaptation of the category, the formulation of a theoretical concept (methodology) and the formation of an applied model. It is a comprehensive analysis and an attempt to identify interdisciplinary and basic correlations that open up a wide field for the further productive use of the methodological possibilities of sociocultural and interdisciplinary approaches, risk management methods, the concept of crises and the socio-technical landscape of digital reality in relation to applied issues of economic, technical and socio-humanitarian sciences.

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Received 24.09.2020

Received in revised form 29.10.2020

Accepted 6.11.2020

Available online 28.12.2020