

Problems of Risk-based Management as a Factor in Ensuring the Strategic Development and Competitive Sustainability of Russian Organizations under Current Conditions and the Ways to Solve Them

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Abstract: With the transition of Russia to a market economy, Russian organizations tried to learn from the experience of foreign organizations in a competitive environment, while being more open about their plans and actions, that then often led to serious problems in effectiveness of their activities. Foreign organizations saw the increasing competitiveness of Russian organizations as a threat to their competitive sustainability and tend to be put in a position to affect the activities of Russian organizations in a way that would benefit them. At the same time, foreign organizations are supported by their states, which in order to “damage” competitive sustainability of Russian organizations, successfully operating in the world market, both by economic methods in the form of sanctions, and by political methods, depriving Russian organizations of advantageous foreign contracts for “artificial” reasons. Another important risk factor for loss of competitive sustainability of domestic organizations is represented by current problems in the domestic economy and the orientation of many Russian organizations only on “today’s” results, which leads to problems of their strategic development and long-term competitive sustainability. This paper shows the problems of ensuring the competitive sustainability of Russian organizations in current conditions, which affects their strategic development, and possible ways to solve them using risk-based management. The formulation of such recommendations was based on an analysis of the current competitive sustainability situation of domestic organizations and their experience in operating in a market environment, as well as substantiating the essence of risk-based management as a scientific category of the domestic science of organization management.

1 INTRODUCTION

The current situation in the world economy is subject to rapid and dramatic changes, affecting the performance of Russian organizations. Today Russian organizations can work successfully only when they are able to maintain the necessary level of competitive sustainability. But it is quite difficult to do so, firstly, in difficult external conditions associated with the activities of other competitor organizations, the policy of economic and political sanctions by the United States and Western countries against Russia and Russian organizations, and secondly, in difficult internal conditions, which are due to human, technological and organizational factors that carry multiple risks of loss of competitive

stability of organizations. Consequently, for Russian organizations “in order to achieve stable economic growth today, it is fundamentally important to expand sources of competitive advantages through innovation, intellectual business” in order to achieve their strategic development (Works.Doklad). But it should be understood that the introduction of innovations in organizations without a serious analytical assessment and the need for their implementation can also result in an increased risk of losing certain competitive advantages.

Undoubtedly, all of this makes the work of Russian organizations in modern conditions quite risky, since they are constantly faced not only with unforeseen circumstances, but also with the risks of “non-market” actions by foreign organizations,

affecting their competitive stability. As a result, among Russian researchers and practitioners, the effectiveness of managing organizations in such conditions has become connected to a risk-based approach. However, they began to call it risk management, risk control and now risk-based management. It is indisputable that any management activity is already a priori associated with the need to take into account the various risks that could negatively affect the performance of the organizations, and result in the high level of performance and a stronger competitive position in the long term. Thus, today there is a need to consider in a scientifically sound manner risk-based management as a factor in ensuring the necessary level of competitive stability of Russian organizations in the modern conditions of "bad faith" competition from foreign organizations and, consequently, their strategic development.

The relevance of the analyzed issue is determined by the fact that in current conditions it is risk-based management that becomes the most important factor in ensuring the necessary timely competitive sustainability of Russian organizations and, consequently, their strategic development. The paper defines the problems associated with approaches to define the essence of risk-based management as a scientific category and ways to ensure Russian organizations with the competitive sustainability they need.

2 MATERIALS AND METHODS

To study the problem of risk-based management, a review of scientific publications on the subject is undertaken, analytical and statistical information on the performance of domestic organizations in the context of economic sanctions and ensuring their competitive sustainability is studied, Interviews with specialists of various levels of management in organizations of the real sector of the economy of Yaroslavl region as one of the developed industrial regions of Russia are conducted. Research materials on this topic are repeatedly presented for discussion at various scientific and practical conferences and "round tables" conducted jointly by researchers and practitioners from organizations.

3 RESULTS AND DISCUSSION

It seems clear to everyone that under market conditions Russian organizations need to be able to constantly "fight" for keeping their competitive sustainability. But there's always the question of how to do it.

Unfortunately, various Russian researchers give different notions of the competitive sustainability of organizations, which makes it difficult to formulate recommendations on how to provide it to Russian organizations in practice. For example, A.A. Alekseyev describes the competitive sustainability of an organization as a complex characteristic of the state of an organization, formed by many external and internal environmental factors that determine the strategic success of an organization. A.E. Putiatin defines the competitive sustainability of an enterprise as an economic potential, as well as its efficient use, together with innovation activity in comparison with the main competitors in the market. J.I.P. Rachek defines the essence of an competitive sustainability of an organization in the ability of an enterprise to withstand external influences by changing the qualitative properties of economic efficiency by increasing added value, balance of resources and processes in the forward-looking development of the organization. S.R. Bondarev believes that the competitive sustainability of an organization is identified by a combination of competitive advantages to develop a competitive development strategy for the organization. S.V. Sharovarov under the competitive sustainability of the organization suggests to consider its ability to achieve balanced economic development and to strengthen its competitive position in the context of the development of the industry market. E.N. Bogdanov defines the competitive sustainability of an organization as a function of a stable operating and evolving organization, influenced by a disturbed competitive environment, which manifests itself in an optimal balance of criteria and sustainability factors and changes over time, etc. (Bogdanov, 2015). In our opinion, the keyword in the analyzed concept is the word "sustainability", which in dictionaries is interpreted as the ability of the system to maintain the current state under the action of external influences (Kartaslov). At the same time, it is more appropriate to define the ability as an opportunity: organizational, material, resource, etc. Consequently, under the term "competitive sustainability" of the organization we mean the possibility of the organization to maintain its position in the market, reacting in a timely manner

to the actions of competitors and changes in the external environment.

It should be noted that, under current conditions, the activities of Russian organizations are associated with many risks that arise from various uncertainties, both the external and internal environment of the organization. Uncertainty and risk are the relative unpredictability of the future business environment, the organizational environment, which most often results in additional material and financial costs (losses) in their operations. As a result, organizations are increasingly focusing on monitoring and preventing the negative impact of risks in their own development activities (Kiselev, 2021). But it is worth mentioning that organizations must take deliberate risks in order to achieve better results and maintain their competitive positions. Therefore, the most important part of management activity in Russian organizations is its risk-taking nature. The problem is compounded by the fact that the market mechanisms of competition are now being "corrected" by force and political methods by United States and a number of Western European countries to eliminate "unnecessary" competitors in the form of Russian organizations. And the risks of such unfair competition on the part of these states become a "conspiracy" against Russia. German Chancellor A. Merkel at the Congress "For a future-oriented transatlantic partnership" said about the necessity of influence on Russia and its economy so: "Only together with the USA can we participate effectively in globalization, we are much stronger if we share common positions" (News.mail.ru).

Concerning external factors affecting the competitive sustainability of Russian organizations, it should be noted that many researchers believe that "in modern conditions, most industrial enterprises, often possessing unique technologies with huge material and technical base, have become not only uncompetitive in modern market economy, but have lost the accumulated intellectual and innovative potential (Works.Doklad). Unfortunately, to some extent it can be accepted. Even Gazprom, the largest Russian company, uses imported equipment and machinery to support its activity. And, for example, in 2012 Gazprom encountered a forced remote shutdown of Austrian LMF compressors on its pipelines, which shows that foreign organizations, suppliers of equipment for Russian organizations, may disrupt the work of Russian organizations (RBC). Therefore, Russian organizations, using in their activity equipment produced by foreign organizations, can at any moment lose the necessary level of competitiveness at the "wish" of foreign

suppliers of equipment, becoming dependent on them. And Russian President Vladimir Putin announced an import substitution strategy. Statistical data show that, in implementing the Program to Ensure Import Substitution of Russian Industry, which has been implemented by the Russian Government since September 2014, full import substitution in Russia has unfortunately not yet occurred. In 2020, according to the Ministry of Industry of the Russian Federation, every second unit of oil and gas equipment on the Russian market was produced in the Russian Federation. However, the Russian Federation's share of oil and gas equipment imports was about 40%. The share of imported equipment used to increase oil recovery, including for the drilling of inclined and horizontal wells has fallen to 61%, and that of refinery equipment to 49%, equipment for the production of liquefied natural gas and for offshore projects - up to 67.8%, geological exploration equipment - up to 48% (CDU). Consequently, an important indicator for Russian organizations will be the share of import substitution and the support of the state for their activities on the world market.

At the same time, it should be borne in mind that today the competition for the consumer is not only at the level of quality or price of the product and the ability of organizations to offer a new consumer characteristic embodied in the product or service, but also at the level of using political and power pressure from stronger states like the USA on other states to develop their national economies. Russia, which has serious resource potential for developing its economy, is no exception. A clear example of this are the actions of the USA and a number of European states aimed at disrupting the construction of the gas pipeline "Nord Stream-2", the organization by the Czech leadership of a diplomatic scandal, related to the expulsion of Russian diplomats from the country on absurd charges of involvement of Russian special services in the explosion of ammunition depots as early as 2014 only to prevent the delivery of Russian vaccine "Sputnik V" and exclude the possibility of concluding a large contract with Rosatom for the nuclear plant construction, and the European Parliament in general proposed to disconnect Russia from SWIFT, as well as renounce Russian oil and gas (RBC). In most cases, this is done for benefits of the USA at the expense of the interests of the Russian economy and Russian organizations. In other words, Russian organizations are now being actively targeted in the field of ensuring their competitive sustainability along with economic and political measures to reduce the competitiveness of Russian

organizations. At the same time, USA sanctions can be imposed at any convenient time, despite the fact that all issues of joint activity can be agreed upon and agreements concluded between Russian and foreign organizations. This was the case, for example, when frightened of American sanctions, the Swiss company Allseas refused to proceed with the construction of the gas pipeline "Nord Stream-2" (BFM). And such unforeseen risks in the activities of Russian organizations from foreign states and organizations are becoming more and more, which carries increasing threats of loss of fair "won" Russian competitive positions. On April 21, 2021, the President of the Russian Federation, in a message to the Federal Assembly, compared Russia's enemies to the heroes of Kipling's story, noting that some are clinging to the Russian Federation for no reason and, like Tabaki, howling to appease their sovereign (IZ). There is no doubt that in such difficult circumstances Russian organizations must "restructure" their activities to external conditions and make changes in their own business and production activities in order to ensure their competitive sustainability. As a consequence, Russian organizations are now obliged to ensure that, in such a difficult environment created by foreign states and organizations, the necessary level of competitive sustainability is maintained, allowing them to successfully overcome the emerging risks, seeking to find new management approaches for this. As a consequence, Russian researchers began to consider the risk management system that exists in foreign organizations as an increase in the efficiency of Russian organizations, often calling it the "Russian way" risk management system.

The risk management system is really actively applied in the activities of foreign organizations, as in the world of business it is easy to "go to the bottom" due to force-majeure, unscrupulous counterparties or unfavourable market situation etc. As a result, risk management, which is a regular activity in foreign organizations, is aimed at monitoring and preventing dangerous situations of their own development - risks and ensuring competitive sustainability in the long term. For example, in analyzing and interpreting the annual performance of foreign organizations in an explanatory note to the balance sheet, it seems necessary to highlight the risks of their future development. The responsibility for this analysis lies with the expert observers who assess whether all officials are fulfilling their tasks of using the resources at their disposal to achieve the organization's competitive advantage and whether the organization's monitoring and control system is functioning effectively. The starting point of the risk-

management process in this case is to define and link all business objectives and to establish the boundaries necessary to identify risk in terms of its suitability for successful business development, and, finally, the identification and development of measures to avoid or reduce negative impacts on the work process and performance of organizations (Kiselev, 2021). As a consequence, in foreign organizations, risk management refers to the activities of certain professionals - risk managers who, as specialists in certain fields of activity, assess management decisions from the perspective of certain risks, calculate the consequences of the risks that the organization is intentionally taking in order to get the best result, and prepare proposals to managers to reduce the negative consequences of possible risks from competitors and partners. Unfortunately, Russian organizations often still operate on the principle: "The main task is to close the year, and there we will see". At best, in Russian organizations we are talking about crisis managers to solve the problem of getting organizations out of crisis situations. Therefore, Russian researchers, speaking about the need for risk management, most often consider only methods for assessing possible risks and the need to use a risk-based approach in making management decisions. For this reason, the establishment of risk management services in Russian organizations can be considered as still exotic (Kiselev, 2021). And it is in this that one can see the weakness of the activities of many Russian organizations in relation to foreign organizations, since what Russian organizations consider advantageous in cooperation with foreign organizations today, in the long run, it may be more difficult to achieve the right level of competitive sustainability. It's like in chess. One of the players can "expose" and give several pieces to the opponent, which will please the other player as he will consider it his success. However, this can be done knowingly by the first player, due to the chosen strategy he creates favorable conditions for his losing in the long run. In such conditions it is important to manage organizations from a risk based perspective.

But when we say that the competitive sustainability of an organization should ensure strategic development, such management in Russian organizations should be systematic and continuous. Consequently, in this context, researchers characterize governance in Russian organizations as risk-based management, which aims to ensure that organizations have the right level of competitive sustainability.

It is important to note that in defining the essence of the competitive sustainability of organizations, Russian researchers often relate it to strategic components. For example, a number of researchers believe that “if an organization’s competitive advantage is protected from competitors, they form the “strategic capacity of an organization” under which, as a rule, understand the totality of resources and capacities available to develop and implement an organization’s strategy. Accordingly, a strategy based on the enterprise’s strategic potential will be more successful, as it is more competitive and durable” (Works.Doklad). Others believe that “strategic management of an organization’s development is about modeling, the ability to identify the need for change, the design of the strategy itself, and the ability to implement the strategy in life. However, strategic management is the framework for action needed to achieve the objectives, often with limited resources. Moreover, the organization’s strategy consists of both deliberate, purposeful actions and actions that are a reaction to an unforeseen development of events” (PSYERA). As a consequence, Russian researchers and experts are concerned with improving the management of organizations from a risk-based perspective approach to the strategic development of organizations and the building of their competitive sustainability on that basis (Andreeva, 2010). And it’s the right thing to do. But by strategic development they often mean some long-term indicators or the development of the strategy of the organization in the form of some “master plan”, as well as “no form” strategic management of the organization, since management is management (Kiselev, 2020).

However, an organization’s strategy is always linked to the actions of competitors and is defined as the general idea of ensuring (achieving) the right level of the organization in a timely manner. Our analysis of the problem leads us to believe that strategic development does not imply something distant in time, but rather the need for a timely and adequate response to changes in actions by competitors seeking to “move” an organization on the market and adequate response to such actions (Kiselev, 2012). In other words, it is connected with the necessity of immediate reaction on the principle “here and now” on emerging, including unforeseen risks. At the same time, in developing measures to mitigate the negative impact of risks arising from the actions of competitors, the organization itself is often forced to take risks. Otherwise, the organization may lose its competitive position. For example, the organization decided to start the production of fashionable summer

shoes which is in demand in the market in late May. However, there were competitors who decided, in view of consumers' desire to buy such shoes, to organize their activities so that their production would begin in mid-May. As a consequence, the first organization, if the product is released on schedule, does not realize its plans, so consumers will already satisfy their demand for this product. Thus, the former organization, taking into account the plans of competitors, should preact them in releasing their products in order to get the planned profit and the possibility of further successful work. This requires the organization to develop and implement a competitive strategy that will enable it to maintain its competitive strength and thus its ability to develop strategically.

By studying the theoretical aspects of the studied problem and how it is solved in practice, it is possible to identify the main ways of solving it. The most important direction in ensuring the strategic development of Russian organizations and ensuring the competitive sustainability of Russian organizations is the implementation of an import substitution strategy and the engagement of Russian organizations with an appropriate level of sustainability in the world market. As early as 2015, E. Okisheva noted that Russian producers often do not have a scientific and production base (e.g. intellectual capital) and do not have service centers in Russia, which negatively affects the implementation of the import substitution strategy. At the same time, the share of imported equipment on the territory of Russia as of 2015 reached 80% and more. And a number of organizations which were positioned as “Russian producer” were organizations with a very small share of domestic components, or at all realized “hardback production” (RusCable.ru). But the strategy of import substitution is a strategy of catch-up, therefore it should lead not just to the establishment of the production of domestic products, but to production at a high competitive level of the most modern Russian production. To organize the production of products capable of supplying foreign counterparts, enterprises need state support. Today, as a result of such support, the share of imported equipment on the territory of Russia began to decrease.

The Russian government planned to replace imports with domestic counterparts, but contrary to these expectations, the number of Russian organizations willing to refuse imports is declining. This has been demonstrated by surveys of industrial managers conducted over the past three years. Thus, in 2015, 30% of Russian organizations were ready to

forego the purchase of imported equipment, and in the fourth quarter of 2017 remained only 7%. Similar trends are for raw materials: Three years ago, 22% of respondents reported plans to convert to domestic analogues, and last year this percentage fell to 8%. At the same time, the main obstacle to import substitution remains the lack of production in the territory of the Russian Federation of the necessary equipment, components and raw materials, noted in monitoring. The second problem is the poor quality of domestic products. However, these problems are worsening: in 2015, 62% of respondents stated that they could not stop purchasing imported equipment because Russia did not produce analogues, and in 2017, 69% of respondents said so. In 2015, 35% of those surveyed complained about the poor quality of Russian equipment and raw materials, and in 2017, 37%. These factors remain virtually unchanged today (Upravleniye-Zakupkami). Thus, according to customs statistics, Russian imports in January-December 2020 amounted to 233.7 billion US dollars and decreased by 5.7% compared to January-December 2019. At the same time, the share of non-CIS countries accounted for 89.3%, for the CIS countries - 10.7%. Machinery and equipment accounted for the largest share in the merchandise composition of imports - 47.6% (46.1% in January-December 2019) (ALTA-SOFT). This situation still allows foreign competitors to influence the efficiency of Russian organizations by prohibiting or reducing deliveries of products that are not produced in Russia. It is especially true of high-tech machines and equipment. Thus, only by fully implementing the state import substitution program, the Russian organization will rule out the risks of blackmail and renegeing on agreements as a result of declared economic sanctions by foreign companies and states, ensure their competitive sustainability.

The risks of the internal environment in Russian organizations are related to human, organizational and technological factors. And Russian researchers tried to solve the problems of internal environmental risks by introducing control and management accounting. However, the problem has proved to be quite complex, especially in relation to the human factor. In the course of the study, we have come to the conclusion that the time has come to say that today, as a crucial factor in the formation of the competitive stability of Russian organizations, there is scope for compliance control.

Compliance is an internal system of measures of the organization aimed at preventing violations of the law, preserving the reputation of the organization, identifying risks, evaluating them and proposing

measures to reduce the negative consequences of their occurrence, establishing common rules and standards of conduct both within the organization and with competitors. Generally, compliance is a rule that deals with the preservation of reputation and assets of a business. They help to avoid problems with regulators responsible for keeping the cleanliness of doing business by economic entities (Blog.Calltouch). Compliance should not be confused with internal rules and operating procedures of the organization, with management accounting, control, etc. Its task is to keep the activities of the organization's employees within the framework of the legal environment, including eliminating corruption in their activities, which is important for Russian organizations. It is supported by the mass of reports in the media about corruption in organizations and on the part of officials at various levels. For example, corruption became a major threat to the national project "Sochi-2014", as all competitions for participation in the construction of Olympic facilities were won by organizations having "friendly" relations with officials. For example, the competition "on the construction of the first stage of the cruise center in the framework of preparation of Sochi for the Olympics-2014". Inzhtransstroy Corporation was chosen as its contractor, which promised to accomplish the task for 2.561 billion rubles, although another organization for the same work asked for 250 million rubles less (Vavilon-plen). In 2006-2009, during the construction of the Vostochny cosmodrome using advances on 11 state contracts for purposes unrelated to the construction of cosmodrome objects, the damage was caused to the Russian Federation in the amount of 5.2 billion rubles. By the end of 2017, 13 people had been convicted in criminal cases following construction inspections by prosecutors. But in January 2018, the Center for operation of space ground based infrastructure (TsENKI) discovered a new theft during the construction of the Vostochny cosmodrome totaling 7.6 million rubles. The fraud was carried out by the organization's employees in the supply of equipment and materials for the construction of the launch and technical complexes of the cosmodrome (RIA News). And this is only in the implementation of large projects of all-Russian scale. In this case, the active application of compliance control in Russian organizations will make it possible to redistribute information flows and management templates in such a way as to minimize the risks to the organization caused by the incorrect behavior of employees, responsible persons and managers, and

ensure the organization's proper external appearance and image (Blog.Calltouch).

In our country, compliance control is already being introduced into the business culture not only by the state in the form of its own rules and laws, but also in the framework of the self-regulation of market actors. Since 2012, Russia has had a separate National Compliance Association, founded on the basis of unfavorable market conditions, and the Compliance was to prove itself as the most effective strategy for the development of organizations. Unfortunately, today it is rare in which Russian production organizations there is such a thing at all, and if there is such, it is more often just "declared on paper". Of course, the Russian compliance control system may be perceived as awkwardness and too costly for organizations. However, if the compliance control organization is subject to transparency and other generally accepted standards and on the basis of scientific advice, this not only enhances the reputation of the enterprise, but can also be classified as one of the most valuable assets (Works.Doklad).

Thus, having solved two risk-based management problems, firstly, related to the active solution of import substitution problems, especially in the high-technology sectors of the economy and the production of equipment needed by Russian organizations, and ensuring competitive stability in relations with foreign organizations, and secondly, the introduction in each organization of a real working system of compliance control, Russian organizations can confidently realize their development strategies, considering the constant changes in the market and, consequently, new and emerging risks, while maintaining its competitive sustainability.

4 CONCLUSIONS

Today, risk based management problems have become clear and need to be addressed by Russian organizations in the context of modern competition. The topic is broad enough and require serious scientific consideration. In this paper we have only identified several key areas that can serve as a basis for scientific discussion on the application of risk-based management in Russian organizations, which, in a volatile market environment and often unfair competition from foreign competitors, can help to ensure that Russian organizations have the competitive sustainability they need, and allows to speak about the possibility of organizations to their strategic development, that is, to gain a better position in the market relative to competitors, primarily

foreign, avoiding or minimizing the negative consequences of risk. At the same time, risks related to internal factors in Russian organizations can be successfully solved by creating an active system of complementarity and control.

The time has come, therefore, to address these issues from a scientifically sound perspective, so that Russian organizations receive such guidance on the use of risk based management, which could be used effectively in the practical activities of Russian organizations.

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