## SOCIO-ECONOMIC RESEARCH

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## THE CONCEPT OF DIGITAL SOCIO-ADAPTIVE PARTICIPATION IN THE STUDY OF DIGITALIZATION OF SOCIAL SERVICES



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The process of digitalization of social services, which is actively developing in Russia, creates the need to develop a methodological approach to its scientific analysis which became the purpose of our study. Based on the ideas of the network approach in sociology (M. Castells, J. Urry, M. McLuhan, etc.), formed within its framework of the analysis of social networks (B. Wellman, G.V. Gradoselskaya, K.S. Guba, M.A. Safonova), the concepts of the strength of weak ties (M. Granovetter), electronic participation (A.V. Chugunov, O.G. Filatova, Yu.A. Kabanov, G.O. Panfilov), social investment (A. Hemerjick, P. Marx, C.G. Nguen, J. Jenson, etc.), public pressure models (P. Norris, C.P. Lee, K. Chang, F.S. Berry, V. Gel'man, A. Starodubtsev, A.V. Kynev et al.), digital capital (O.I. Borodkina, V.A. Sibirev) and a community-centered approach to social work in the COVID-19 (R. Truell, S. Crompton), we have proposed the author's concept of digital socio-adaptive participation, based on the idea of conscious, active involvement of individuals and social groups in social networks in virtual space which allow actors to exchange information about effective ways of solving social problems in their life with the use of digital technologies. Based on the allocation of structural elements of digital socio-adaptive

participation (digital social services, digital competence and awareness of client groups, information openness of the social protection and social service system, public information system, learning environment, technical infrastructure), we have introduced the concept of digital resource potential as a certain amount of the Internet resources and digital services on the organization of life and solutions to emerging social problems available to target social groups, which they are informed about and for the use of which they have enough digital competencies; and characterized the levels of digital resource potential (high, medium, low). We have formulated the principles of digitalization of social services.

Digitalization of social services, transformation of Russian society, digital capital, resource potential, information society, social sphere, digital services.

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### The relevance of the study of social services digitalization and a review of methodological approaches

The system of various measures of social support in Russia is extremely extensive: their total number exceeds 20 thousand and covers more than 75 million citizens<sup>1</sup>. According to experts from the World Bank and the Financial Research Institute (FRI), the Russian Federation annually spends about 3% of GDP on social payments which is more than most of the countries with transition economies; moreover, it is the world leader in terms of the number of payments and benefits<sup>2</sup>. At the same time, in 2021, Russia approved the "Concept for the Digital and Functional Transformation of the Social Sphere, Relating to the Field of Activities of the Ministry of

Labor and Social Protection of the Russian Federation, for the period up to 2025", which determined the directions for improving the processes of providing social support measures based on digital technologies<sup>3</sup>. As a result, citizens are increasingly receiving assistance remotely, without the need to visit organizations, automatically, proactively and comprehensively, based on emerging life situations, omnichannel and extraterritorially. Accordingly, more than half of the country's population enters into digital interaction with authorities, organizations, institutions in the social sphere with increasing frequency today<sup>4</sup>. As noted by O.I. Borodkina and V.A. Sibirev. the digitalization of social services in such conditions is one of the strategic directions for reforming the social sphere and a necessary condition for improving the quality and

<sup>&</sup>lt;sup>1</sup> On approval of the Concept for the Digital and Functional Transformation of the Social Sphere, Relating to the Field of Activities of the Ministry of Labor and Social Protection of the Russian Federation, for the period up to 2025: Decree of the Government of the Russian Federation dated February 20, 2021. Nº 431-p. URL: http://publication.pravo.gov.ru/Document/View/0001202103010045 (accessed April 12, 2022).

<sup>&</sup>lt;sup>2</sup> Only a quarter of social payments and benefits in Russia reach the needy. Vedomosti. July 18, 2017. URL: https://www.vedomosti.ru/economics/articles/2017/07/18/724183-sotsialnih-viplat (accessed April 12, 2022).

<sup>&</sup>lt;sup>3</sup> On approval of the Concept for the Digital and Functional Transformation of the Social Sphere, Relating to the Field of Activities of the Ministry of Labor and Social Protection of the Russian Federation, for the period up to 2025: Decree of the Government of the Russian Federation dated February 20, 2021. Nº 431-p. URL: http://publication.pravo. gov.ru/Document/View/0001202103010045 (accessed April 12, 2022).

<sup>&</sup>lt;sup>4</sup> Media Consumption in Russia – 2021. Research Center of Deloitte in the CIS. Moscow, 2021. P. 45.

accessibility of social services for various target groups in modern society (Borodkina, Sibirev, 2021, p. 129).

We understand the digitalization of social services as the process of increasing the effectiveness of information use via digital technologies in providing various assistance to citizens in the field of social services to improve living conditions and self-satisfy life needs, in order to increase social well-being in society. Today, in the context of the rapid development of the process of social sphere digitalization, in particular of the system of social protection and social services, there is a need for a scientific analysis of the transformations taking place in Russia in connection with this in society. Such changes require developing methodological approaches to the study of this process, including from the standpoint of sociology. In the article, we will review a number of approaches that make a significant contribution to the formation of a theoretical and methodological basis for studying the process of digitalization of social services, and also propose the author's concept of digital social adaptation participation.

First of all, the network approach in sociology allows systematic consideration of transformational processes in society under the influence of digitalization. This approach is based on the ideas of the "network society" by M. Castells, "mobile society" by J. Whirry, "global village" by M. McLuhan and is explaining new phenomena and a new nature of the connection between the elements of the life of society. The concept of a network can be productively used at the present stage to describe and study the relationships that develop between individuals, groups and organizations and other entities both at the micro and macro levels (Maltseva, 2017, p. 11). Within the framework of the network approach, the analysis of social networks is developed<sup>5</sup> (Guba, 2012; Safonova, 2012; etc.), considering society in terms of individuals' interconnections by O. Comte, studying the influence of structures of social relations on their content by G. Simmel. According to B. Wellman, networks have a structural impact because they provide opportunities and set limits due to the impact on individuals' access to resources (Wellman, 1983).

The concept of the strength of weak ties by M. Granovetter gives a special role to weak ties-bridges and the indirect contacts they provide, for example, when the unemployed receive information about a vacancy through communications with unfamiliar people (Granovetter, 2009), which allows us to see the dependence of the effectiveness of social protection and social services in society from the formation of weak ties in networks that give a person the opportunity to receive information about services that cannot be found among their close social environment.

The concept of e-participation, proposed by a team of authors led by the Director of the Center for e-Government Technologies, Associate Professor of the Institute of Design and Urban Studies of the National Research University ITMO A.V. Chugunov, focuses on the study of citizens' involvement in social networks in the virtual space created by the authorities<sup>6</sup>. Electronic participation is understood as a set of methods and tools that provide electronic interaction between citizens and authorities in order to take into account citizens' opinions in state and municipal government when making political and managerial decisions (Chugunov, 2017, p. 59). If the state invests in the development of human potential, then as a result there is a demand for e-participation mechanisms, and this, in turn, contributes to strengthening the willingness of authorities to introduce digital innovations to interact with citizens. Accordingly, the electronic participation of citizens is most active in those regions where an effective social policy is pursued, citizens'

<sup>&</sup>lt;sup>5</sup> Gradoselskaya G.V. Analysis of social networks: Ph.D. in Economics thesis abstract. Moscow, 2001. 21 p.

<sup>&</sup>lt;sup>6</sup> Electronic participation: conceptualization and implementation practice in Russia. Ed.by A.V. Chugunov, O.G. Filatova. St. Petersburg: Aleteyya, 2020. 254 p.

digital competencies and public initiatives are invested. Therefore, for example, "...elderly people who are in need of long-term care should first of all be provided with tablets and taught how to access the Internet" (Kabanov, Chugunov, 2021).

The concept of social investment described by A. Hemerijck (Hemerijck, 2018) is based on the idea that it is social investment that makes it possible to effectively achieve the inclusion of socially vulnerable groups, their more active position in the labor market and in socio-political life in the information society (Marx, Nguyen, 2018), provide an opportunity not only to increase civic participation through "local consultation, communication and engagement" (Jenson, 2012), but also "to directly involve citizens in the design and management of social services" (Misuraca et al., 2017). The social pressure model suggests that as human development increases, there is an increasing demand for new instruments of participation in public policy (Lee et al., 2011; Norris, 2001), and the desired level of human development is achieved through active social policies, including social investment and social assistance (Marx, Nguyen, 2018; Shore, 2020). Therefore, the higher the social orientation of the region's policy, the more citizens use digital tools to interact with authorities in solving the problems of their life. In their studies, A.F. Tavares, J. Martins, M. Lameiras (Tavares et al., 2020) also draw attention to the quality of state institutions, since the model of public pressure can be constrained because of their "information closeness" (Gel'man, Starodubtsev, 2016; Kynev, 2017).

The concept of digital capital, proposed by representatives of the St. Petersburg State University scientific school O.I. Borodkina and V.A. Sibirev, is based on the concept of "social capital" (P.Bourdieu, J.Coleman, R.Putman), and allows us to consider the digitalization process from the perspective of social service clients, including through assessing their readiness to use digital technologies when receiving social services, having in mind material and subjective factors. The digital capital of social services consumers is understood as a combination of such factors as digital competencies of social services consumers; the digital technologies accessible for them, including the availability of the necessary equipment; consumers' social connections and resources that affect the first two factors (for example, the opportunity to undergo IT training, get a computer at their disposal, get help from friends and family members in the process of online communications, etc.); level of trust in digital technologies (Borodkina, Sibirev, 2021).

Finally, the community-centered approach to social work in the context of COVID-19 by the British scientists R. Truell and S. Crompton focuses on the fact that in a society that is transforming under the influence of the pandemic, it is work at the level of local communities that will allow building the most effective social policy. It is necessary to change the way of providing social services based on the development of a policy of interaction with communities, their active involvement, and the creation of platforms for these purposes. Communities need to be helped to help themselves - to do this, social workers should interact with networks at the local community level, social services should create hotlines and channels on WhatsApp, Zoom and Skype, developing contacts with families and communities (Truell, Crompton, 2019).

The considered approaches allow us to see the importance of purposefully creating various opportunities in the digital society for networking representatives of socially vulnerable groups from a different perspective in order to interact both with each other and with authorities and social services, mobilize their resources, exchange information, and successfully receive assistance. from the state in solving life problems based on digital technologies. Such networks should overlap each other, forming networks of networks, new connections both within groups and between them, in order to ensure selfinformation and self-help of actors. This should be facilitated by the social policy of the state, social investments not only in the creation of a digital environment, but also in the digital competencies of citizens, their digital inclusion. However, a methodological approach that summarizes all the identified scientific views and considers the process of digitalization of social services systematically, comprehensively, is not yet available in the scientific literature. We consider it appropriate to propose the concept of digital social adaptation participation as such an approach.

# The concept of digital social adaptation participation

We understand digital social adaptation participation as conscious, active involvement of individuals and social groups in social networks in the virtual space, which allow actors based on digital technologies to exchange information about effective ways to solve social problems that arise in their life. Using this approach in the development of measures to develop the digitalization of social services involves the purposeful creation by public institutions (primarily the state and the institution of social protection) of conditions for citizens' conscious, active digital inclusion in various social networks on the subject of social support and social services in the virtual space, in order to increase their informational adaptability and ability to overcome difficult life situations, the formation of social wellbeing in Russian society. At the same time, it is necessary to identify and take into account social groups' expectations from the digitalization of social support and social services, their needs for new digital services in this area and their attitude to existing ones; systematically update the content of such digital resources and services in order to ensure their reliability, veracity, accessibility, being easy for perception of the information contained for any target audience.

Social investments should be aimed at activating socially vulnerable groups in such

a way that they have the financial, technical ability and motivational and technological readiness to use digital technologies to solve various emerging social problems (for example, overcoming poverty and unemployment, receiving various measures of social support and social services), which is a necessary condition for the formation of their digital capital. Based on a study of the information needs of target groups, this will require to include targeted measures to involve citizens in electronic interaction with social protection authorities and social services in the state social policy, ensure the information openness of the system in the virtual space, and create conditions for the independent inclusion of individuals in various social networks in which information on social problems relevant to them is exchanged and an opportunity for self-information and selfhelp is created.

Today it is expedient to implement digital social adaptation participation in the most diverse, simple, accessible and understandable formats for social groups of beneficiaries and social services consumers, through various digital information resources and interactive services, which are still not enough. The level of social well-being in Russian society will be the higher, the more networks are created. Involvement in these networks increases the opportunities for social adaptation of groups in need of social services and social support measures through information and self-information, social assistance and selfhelp. It is also important that more citizens should have opportunities (both technical, material, and competency-based) to become the participants of such diverse networks either created at the initiative of the state and forming horizontal links between individuals, their communities and social protection authorities and social services, or at the initiative of the public and forming horizontal links in society.

The structure of the elements of digital social adaptation participation can be represented as follows (*Fig. 1*).

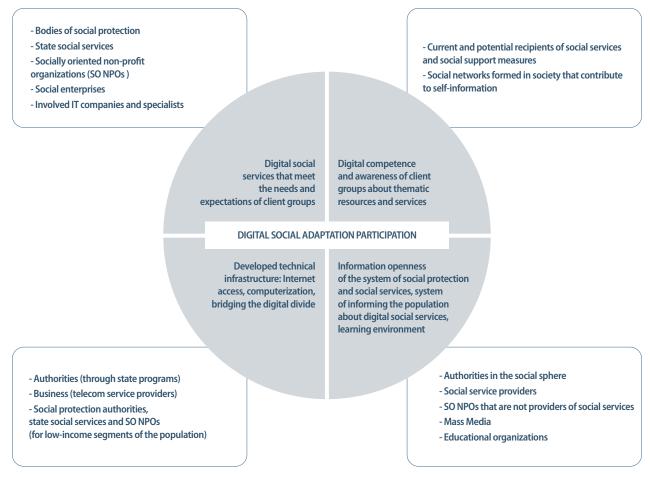


Figure 1. The structure of digital social adaptation participation Source: own compilation

# The concept and levels of digital resource potential

To analyze citizens' digital social adaptation participation, we consider it appropriate to introduce a concept of digital resource potential. The ideas of the resource approach in sociology are based on the concepts of P. Bourdieu (first of all, this is the allocation of social capital as a set of real and potential resources connected by a stable network of more or less institutionalized relationships of mutual acquaintance and recognition, the volume of which depends on the size of the network of connections that a particular agent has and who can effectively mobilize, and on the amount of capital possessed by those who are associated with him (Bourdieu, 2002)), M. Castells, W. Beck, D. Grasky, E. Sorenson and others. They have

been further developed in the works of Russian sociologists (O.I. Shkaratan, E.M. Araamova, N.E. Tikhonova and others), who consider this approach as a modern paradigm that creates a theoretical and methodological basis for separating the resource potential and forms of capital in the framework of the theory of social stratification of society (Tikhonova, 2006). The authors note that in different historical periods and depending on the situation in the place of residence, even in the conditions of the same type of society, there are various components of individuals' resource potential<sup>7</sup>.

Z.P. Zamaraeva develops resource-potential approach in the system of social protection of the population, considering "resource" as a reserve or auxiliary means, and "potential" as a set of the subject's qualities or a special

<sup>&</sup>lt;sup>7</sup> Shkaratan O.I., Bondarenko V.A., Krelberg Yu.M., Sergeev N.V. Social stratification and its reproduction in modern Russia. M.: GU VSHE, 2003. 68 p.

integral quality that performs the function of the subject's "realization", that is, determines ensures the effectiveness of and his implementation in given objective conditions of all types of life activity. At the same time, the resources of individuals and social groups are allocated into the following groups: internal (education, intellect, purposefulness, etc.) and external (material, social and the formation of public relations), official (formal) and unofficial, actually existing and potential, managed to varying degrees from the point of view of their use to achieve certain goals. The essence of the resource-potential approach is expressed in the totality of technologies of social activity that determine the level and nature of the individual's resource potentials in order to activate them and transform them into resources of self-sufficiency, self-development, self-actualization using

institutional and social potentials (Zama-rayeva, 2018, pp. 129–132).

We understand digital resource potential as a certain amount of Internet resources and digital services on the organization of life and solving emerging social problems, available to the target social groups, about which they are informed and for the use of which they have enough digital competencies. Since the process of social services digitalization is uneven, and, as Russian studies have shown, the level of e-participation and digital capital in different regions is different (Kabanov, Chugunov, 2021; Chugunov, Panfilov, 2021; Borodkina, Sibirev, 2021), to assess the digital resource potential we propose to conditionally distinguish its high, medium and low levels and characterize them through the structure of social adaptation participation of individuals and social groups proposed by us above (Table).

Level of digital resource potential	Available digital social services	Digital competence and awareness of client groups	Information openness of social protection and social services system	Technical infrastructure
High	Diverse, in demand, fully meet the needs and expectations of client groups, are developed and implemented on the basis of their study and evaluation, provide an opportunity to receive assistance completely remotely	Current and potential recipients of social services and social support measures are aware of the various digital social services available, know how to use them or are able, if necessary, to quickly and easily master them on their own	Information about all social services, social services, measures of social support, social protection authorities is presented in the public domain on the Internet, in an easy-to-understand form, omnichannel counseling is carried out by all subjects	Current and potential recipients of social services and social support measures have no problems with the availability of technical devices and Internet access
Average	Meet the basic needs and expectations of client groups, are implemented to ensure formal compliance with the requirements of the regulations, provide the opportunity to receive some assistance remotely in part or in full	Current and potential recipients of social services and social support measures know about some of the digital social services available, know how to use them themselves, or know where to get appropriate training or advice	Information about basic social services, social services, measures of social support, social protection bodies is publicly available on the Internet, it is possible for citizens to apply in electronic form and receive an answer on the merits	Current and potential recipients of social services and social support measures do not have significant problems with the availability of technical devices and Internet access, and if they arise, they can contact the authorities or public organizations and receive appropriate assistance
Low	Not developed, of little use, not in demand, do not meet the needs and expectations of client groups, are being implemented behind even the requirements of the regulations, do not provide an opportunity to receive assistance remotely	Current and potential recipients of social services and social support measures are not aware of the digital social services available, do not have sufficient competencies to use them on their own, do not have the opportunity to receive appropriate training or receive advice	Information about some social services, social support measures, social protection agencies is publicly available on the Internet, in a form that is difficult to perceive, there is no possibility for citizens to apply in electronic form or get a substantive response	Current and potential recipients of social services and social support measures have problems with the availability of technical devices and Internet access and are unable to turn to anyone for help in resolving this issue

Table. Characteristics of the levels of digital resource potential

Source: own compilation

# Principles of social services digitalization

In order to ensure the development of digital social adaptation participation and a high level of digital resource potential in the context of the transformation of Russian society, it is necessary that the process of social services digitalization be based on a number of principles (*Fig. 2*).

1. The principle of universal electronic participation means that Russian society and the state should strive to create opportunities for everyone to participate in the use of digital social services when a corresponding need arises in the life process.

2. The principle of complexity requires that the development, implementation and provision of digital social services be carried out taking into account the complex nature of social problems that arise in the course of the life of individuals and social groups (simultaneously psychological, legal, housing, material, and employment problems...). Accordingly, emerging digital technologies should strive to allow them to be solved in a complex, at one blow, in order to ensure maximum efficiency, minimum resource consumption and save social time for client groups.

3. The principle of accessibility implies that digital social services should be publicly available, easily and quickly located in the virtual space, offered various communication channels based on citizen's preference (portals, websites, social networks, instant messengers – the so-called omnichannel); they should be simple and intuitive for everyone in use, regardless of the level of education, age, health status and other characteristics.

4. The principle of consideration of opportunities, needs and expectations of social groups means that the state policy of social services digitalization should be based on the citizens' interests, their material, competence and motivational readiness to use certain digital social services. Any digital innovations require studying the attitude of individuals and social groups towards them, so as not to remain unclaimed and useless for society.

5. The principle of social investment assumes that the state and society should invest in the development of human potential through various mechanisms, on the one hand, and the development of digital infrastructure, the creation of various Internet resources and online services, on the other. As shown above, only the equalization of opportunities through improving the quality of life of vulnerable social groups (creating opportunities for them to receive education, successful employment, increase the level of material well-being, etc.) can ultimately increase the citizens' electronic participation. In addition, without investment, digital technologies in the social sphere will not be able to develop rapidly and will lag far behind progress, for example, in the production of commercial products and services, causing discontent among the population.

6. The principle of bridging the digital divide and, in particular, the intergenerational gap obliges the state and society to purposefully develop and implement special measures to involve social groups and individuals isolated from it for various reasons in the process of social services digitalization<sup>8</sup>. This requires research on digital exclusion, the development of a system for improving digital technological competence, primarily of the older generation, the disabled, residents of areas that do not have broadband and mobile Internet coverage (most often these are rural and sparsely populated territories having, as a rule, urgent socio-economic problems), providing them with the necessary technical devices, as well as training in the use of digital social services, thematic Internet resources and special mobile applications improving the quality of life.

7. The principle of state support determines the leading role of the state in stimulating the process of social services digitalization. It is the state policy of the social sphere digitalization that currently significantly affects the transition to digital technologies in the provision of social services in the system of social protection. On the other hand, social services expect that the state should provide them with ready-made technological solutions that can be applied

<sup>&</sup>lt;sup>8</sup> Media Consumption in Russia – 2020. Research Center of Deloitte in the CIS. Moscow, 2020. Pp. 12–15.



Fig. 2. Principles of social services digitalization Source: own compilation

in their activities, as well as assistance in organizing staff training for their use.

8. The principle of focusing on selfinformation and self-help means that in modern conditions, the recipients of digital social services have a high degree of autonomy and provided that appropriate conditions are created for them (available Internet resources and online services for the selection of benefits and social services based on express test, issues of psychological assistance, protection of the rights of citizens, etc.), they are capable to independently resolve difficult life situations that arise in the process of life, without direct, official contact with social services as clients.

9. The principle of diversity of the digital social adaptation and social rehabilitation environment guides the development and implementation of digital social services towards the creation of services for any difficult life situations, for all categories of the population requiring assistance, even if such a category is not indicated in the Russian legislation on social services. The coverage of client groups can correspond to modern approaches to the allocation of objects in social

work at the level of international standards. It is the digital environment that makes it possible to expand the lists of actual and potential recipients of social services without restrictions, to overcome the formalism in the activities of social services in determining the categories of recipients in real space.

#### Conclusion

Thus, in modern society, networks have a structural impact, providing individuals and social groups with access to resources, including "scarce" digital resources and services in the social sphere for socially vulnerable groups. The described methodological approaches made it possible to show the importance of the formation of networks connections and the formation of groupings (communities) that allow an individual to receive information about social services and measures of social support in digital format, as well as highlight the problem of studying citizens' involvement in such social networks, the inclusion of socially vulnerable groups and the opportunities their involvement in the development and management of social services based on their needs. The proposed

author's concept of "digital social adaptation participation" is based on the idea of the conscious, active involvement of individuals and social groups in social networks in the virtual space, allowing actors to exchange information on effective ways to solve social problems arising in the process of life using digital technologies. The structure of the elements of digital social adaptation participation includes digital social services that meet the needs and expectations of client groups; digital competence and awareness of client groups about thematic resources and services; information openness of social protection and social services system, a system for informing the population about digital social services, a learning environment; development of technical infrastructure (Internet access, computerization, bridging the digital divide). Within the framework of this concept, it is possible to find ways to increase citizens' involvement in the process of social services digitalization, create a digital space that meets their needs, and form a high level of digital resource potential in the regions of Russia. In the future, the proposed concept of digital social adaptation participation can be developed and used not only in the study of the process of social services digitalization, but also in other areas of the digital transformation of society.

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### КОНЦЕПЦИЯ ЦИФРОВОГО СОЦИАЛЬНО-АДАПТАЦИОННОГО УЧАСТИЯ В ИССЛЕДОВАНИИ ЦИФРОВИЗАЦИИ СОЦИАЛЬНЫХ УСЛУГ

Активно развивающийся в России процесс цифровизации социальных услуг формирует потребность в разработке методологического подхода к его научному анализу, что и стало целью нашего исследования. Опираясь на идеи сетевого подхода в социологии (М. Кастельс, Дж. Уирри, М. Маклюэн и др.), сформировавшегося в его рамках анализа социальных сетей (В. Wellman, Г.В. Градосельская, К.С. Губа, М.А. Сафонова), концепций силы слабых связей (М. Грановеттер), электронного участия (А.В. Чугунов, О.Г. Филатова, Ю.А. Кабанов, Г.О. Панфилов), социального инвестирования (А. Hemerjick, P. Marx, C.G. Nguen, J. Jenson и др.), модели общественного давления (P. Norris, C.P. Lee, K. Chang, F.S. Berry, V. Gel'man, A. Starodubtsev, A.B. Кынев и др.), цифрового капитала (О.И. Бородкина, В.А. Сибирев) и общинно-центрированного подхода к социальной работе в условиях COVID-19 (R. Truell, S. Crompton), мы предложили авторскую концепцию цифрового социально-адаптационного участия, основанную на идее осознанной, активной включенности индивидов и социальных групп в социальные сети в виртуальном пространстве, позволяющие акторам, применяя цифровые технологии, обмениваться информацией об эффективных способах решения социальных проблем, возникающих в их жизнедеятельности. На основе выделения структурных элементов цифрового социально-адаптационного участия (цифровые социальные услуги, цифровая компетентность и информированность клиентских групп, информационная открытость системы социальной защиты и социального обслуживания, система информирования населения, обучающая среда, техническая инфраструктура) введено понятие цифрового ресурсного потенциала как определенного объема интернет-ресурсов и цифровых сервисов по вопросам организации жизнедеятельности и решения возникающих социальных проблем, доступного целевым социальным группам, о котором они проинформированы и для использования которого у них достаточно цифровых компетенций; охарактеризованы уровни цифрового ресурсного потенциала (высокий, средний, низкий). Сформулированы принципы цифровизации социальных услуг.

Цифровизация социальных услуг, трансформация российского общества, цифровой капитал, ресурсный потенциал, информационное общество, социальная сфера, цифровые услуги.

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