INTRODUCTION

Today, there is a rethinking of the socioeconomic processes that determine the strategic directions of the development of the branches of material production and the sphere of services. Let us name a few basic changes that have actualized the search for new concepts and methodological approaches that are landmarks for the sustainable growth of financial and economic indicators of the business environment. First of all, it is the management of economic processes by political methods and technologies that negatively affect economic laws and phenomena and violate the traditional principles of specialization and comparative advantages in the territorial distribution of production. The second significant factor is the decisive influence of scientific and technological progress, due to which the speed and quality of services are changing, fundamentally new types of activities that require specialists are emerging. The third change connects consumer expectations with the ability of the business environment to implement a service that best meets these expectations, and, therefore, has high utility and value. The analysis of scientific works allows us to conclude that transformation processes are considered in several planes:

1. Formation and development of local business systems, which have their own goals and objectives of development, determined by social and market conditions, resource potential and strategy. In this case, the service sector and its diversification may be associated with the solution of related commercial and social problems in a certain area (ARNTZ; GREGORY; ZIERAHN, 2017; MOTOYAMA, KNOWLTON, 2016; QIAN, JUNG, 2017; RITALA, GUSTAFSSON, 2018).

2. Changes in priority factors affecting the choice of strategic alternatives, including consumer digital technologies, the information space of the region, digital means of trade and communication in the markets of presence, innovative solutions to improve the technologies for the provision of services (BRYNJOLFSSON; MITCHELL; ROCK, 2018; GAULT, 2019; FOSSEN, SORGNER, 2019b; FREY, OSBORNE, 2017).

3. Changing the priorities for the professional qualities of employees. The service sphere depends to a greater extent on continuous training and acquisition of new skills in working with information digital solutions, on which the results of labor and the final quality for consumers significantly depend (ACEMOGLU, RESTREPO, 2019; AUTOR, 2015; BRYNJOLFSSON, MCAFEE, 2014; CHANG, HUYNH, 2016; KIM; KIM; LEE, 2017).

Diversification is a natural trend in economic development in various types of activities, due to the search and implementation of a more effective business development strategy. The reasons for diversification are complex crisis phenomena, interference in economic processes of geopolitical factors, the need to control the market share and the growth of financial and economic indicators of companies in various types of production and services. The complexity of the phenomenon and the variety of its forms in economic practice influenced the multiplicity of interpretations in scientific works. Western economists adhere to a strategic approach when explaining the essence of diversification in relation to big business, transnational corporations. There are other approaches:

- company development plan, with clearly defined results, goals and stages of implementation (ASHEIM; GRILLITSCH; TRIPPL, 2017; BOSCHMA, 2016);
- a model of organizational behavior, which a business entity will adhere to in certain market conditions (ASHEIM, 2018; FELTEN; RAJ; SEAMANS, 2018);
a production development plan, highly specialized, aimed at one of the functional areas of the company (FOSSEN, SORGNER, 2019a).

METHODS
The study used the methods of logical analysis, modeling of socio-economic processes, systemic, and situational approaches. The study proposes a methodological approach to the formation and assessment of strategies for diversification of the service sector, depending on the role of two main factors: the market and the consumer. The necessity of changes in the quality of management in the new economic and technological reality that forms the parameters of demand has been substantiated. Significant changes in socioeconomic development are characterized, contributing to the transformation of management systems and the choice of new benchmarks that determine the success of the functioning of management objects in regional markets.

RESULTS
The service industry is more flexible than material production. The digitalization of the economy and consumer services contributes to the continuous search for mechanisms for adapting the achievements of scientific and technological progress into the activities of a single business unit. The impact on current activities is manifested in the optimization and transformation of key business processes, long-term adaptation of the internal potential and the management system to achieve the set goals. If the diversification strategy is a purposeful process of implementing certain stages of business development, then the very concept of diversification is quite broad and can be associated with various directions and forms of changing the main activity:

- production – associated with the expansion of activities through the production of new types of products, the introduction of additional services or technologies for servicing the main processes;
- financial – aimed at optimizing financial investments, changing investment priorities to reduce risk and control possible losses;
- market – expanding the geographical presence, for example, entering new national markets where there are no analogs of manufactured products;
- sectoral – introduction into other types of activities, production of goods and services that differ significantly from the main assortment.

In this case, there is a variety of production as production diversification. Some definitions significantly narrow the concept of diversification to an assortment of the number of activities of an enterprise outside its main business. With regard to the service sector, two main criteria for assessing diversification can be proposed: intensive and extensive. The first is development through qualitative changes, such as innovation. In the second case, there is a quantitative expansion associated with the market presence or inclusion in more developed networks and clusters (Figure 1).
Related diversification is the development of directions for using the resource and production potential of the enterprise to expand the assortment to maximize consumer demand. Here it is appropriate to talk about the profile and vertical diversification. In the service sector, profile diversification is widespread, which consists in the addition and technological development of the existing list of services due to the constant modernization of the technological process. In this case, there is the creation of several services of the same type, the variety of which does not require additional investment, resource or personnel costs. For example, the development of trading platforms for various industry specializations, servicing large and small businesses. Moreover, the core diversification is innovative development, which is a continuation of the basic services generated by the company, which corresponds to market trends and market expectations.

Vertical diversification is aimed at performing all stages of the business process by the business entity, for example, the accounting and analytical function, sales, marketing research on its own. In this case, two main forms are realized:

- regressive, associated with production, preparation for production, direct provision of services;
- progressive, aimed at delivery, implementation, delivery to the end consumer.

Unrelated diversification consists in the sectoral or market expansion of the company’s production, which are characterized by the following features:

- various types of business that have no relationship, but are profitable and correspond to the strategic goals of the company;
- strengthening of the presence in one market through a variety of services or product range.

Geographic diversification is most common for services provided based on remote access technologies, since it provides them with a wide range of potential consumers: training, payment services, research, etc. Presence is limited by internal capacity and scope of activities.
Intensive development can be characteristic of a company in several directions and an expansion of its presence in markets of various levels, which is characteristic of innovative services that are in high demand and are massively in demand regardless of the geographic presence of the consumer.

Diversification is associated with the goals and objectives of the functioning of economic agents in the service sector. The interrelated goals of the service company are to increase profits, introduce effective mechanisms for adapting to the external environment, improve the quality of services and achieve competitive advantages. The objectives of achieving the listed benchmarks are related to the effectiveness of the management system, optimization of business processes and the use of resource potential with the maximum return at minimum cost. Let us characterize the change in requirements for management systems of enterprises in the service sector (Figure 2).

**Figure 2.** Transformation of service management systems in modern socio-economic conditions

![Image of Figure 2]

*Source: search data.*

The evolution of management systems can be conditionally subdivided into several periods: the formation and provision of high-quality basic services; shifting focus to consumer experience; synergy of digital technology and consumer experience. The first stage is characterized by the traditional concept of business processes, partially borrowed from the sphere of material production, in which the management system was focused on the growth of financial and economic indicators, monitoring their dynamics in accordance with generally accepted performance criteria. The development of the experience economy has made demand-driven services a major driver of internal processes and technology in relation to customer value.

During this period, personnel becomes a key resource, since, from their competence, personal and professional characteristics, the technology acquired a personal character, became especially valuable for the consumer and made the enterprise stand out from the competitive environment. The changes affected the fundamental foundations of management, strategic marketing and a project approach to the implementation of services are becoming significant functional areas, and the main parameters are the duration and usefulness of services for the main segments of consumers, the sustainability of demand.
Further evolution of the conceptual foundations for the development of the service sector is associated with scientific and technological progress, new technologies for obtaining certain types of services due to virtual and augmented reality. The key success factor in the business environment is the successful synergy of the qualifications of the company’s personnel with the effects that the consumer receives from the use of innovative digital solutions: speed, high quality, completeness of information, the possibility of personalizing options in a set of services, payment and quality control services.

Changes in market processes in modern macroeconomic conditions have had an additional effect on the service sector of the economy. Regional markets are forced to adapt to changes in trade and economic ties, reduced liquidity and difficulties in obtaining financial and economic support. The reaction to the current conditions is the strengthening of cluster and network integration at the intersectoral and interregional levels, the actualization of strategic forms of partnership, such as strategic alliances. Let us consider the changes in the methodological approach to the formation and assessment of strategies for diversification of the service sector, based on the combination of factors “market-consumer” (Figure 3).

**Figure 3.** Two-factor methodological approach to the formation and assessment of strategies for diversification of the service sector (C - consumer; M - market)

![Two-factor methodological approach to the formation and assessment of strategies for diversification of the service sector](source)

There is a shift in focus on the consumer and the parameters of demand, due to the achievements of scientific and technological progress, considering the proposals of competitors and their successful experience in adapting innovations. The high result of the management system will be the synergy of experience based on the available resource potential and the acquisition of new competencies and technologies.
The diversification of the strategic development of enterprises in the service sector is based on the transformation of management structures in such areas as information technology, technical equipment of management activities, and universalization of the competencies of the top management of enterprises in the service sector. The financial and economic component does not conceptually affect the proposed methodological approach and enhances the speed and dynamics of achieving indicators and targets.

**DISCUSSION**

The presented methodological approach corresponds to the current trends in the development of the economy and management of the service sector, and can be represented by the following provisions:

1. Quality, its parameters in the service sector are changing with digitalization and innovation. Control systems should focus on ensuring availability, speed, customization, and high accuracy in meeting demand. Each enterprise in the service sector should focus on system indicators for monitoring the quality of service, which should be focused primarily on personnel, then on technological potential. Interconnection in a complex social and technical system should be provided vertically and horizontally, this will help to quickly identify problems, influence them, and form flexible feedback with all structural divisions, customers, business partners. The basis for the implementation of an effective strategy is the receipt by the management of operational information about the state of the business process, problems, limitations, new opportunities and reserves.

The management system influences internal processes and service quality conditions, uniting all elements within the framework of the implemented market strategy. Therefore, this approach is a conceptual basis for achieving the required quality of services for consumers.

2. Formation of new competencies of management personnel and a creative approach to solving standard problems in nonstandard ways. The service sector is focused on personnel and their capabilities, as a key resource that develops the foundations of strategic cooperation and customer loyalty. The duration of the market presence is the result of the successful adaptation of innovations by the management system to the company’s activities, the desire to search for the most effective forms and technologies of cooperation and cooperation.

The most important organizational measures that enable organizations to prevent a crisis and successfully adapt are the following:

- technologies of compromise cooperation, the ability to negotiate with partners and clients;
- high level of trust of personnel of various levels in the company, free exchange of ideas and information;
- general work for the result and a positive reputation of the company;
- effective strategic and tactical management, which involves talented and creative employees;
- rational preventive measures and preparation for crisis phenomena;
- reasonable delegation of authority and outsourcing.

Sustainable development management should be accompanied by the development of interrelated and interdependent strategies based on the concept of diversification.

3. The trend of intellectualization, digitalization and increasing the professionalism of managerial work. Currently, the requirements for various professional categories are increasing. Special attention is paid to the personnel of management systems, who must possess universal skills and competencies, possess communication skills, self-regulation, strive for the constant development of personal and professional qualities, and possess analytical and creative thinking.

The service sector today is developing based on a strategy for the formation of the national economy and needs state support. Many types of service activities depend not only on
consumer demand and the quality of technologies but also on such social indicators as the level and quality of life, health, economic and social activity of the population. Diversification strategies should be aimed at the development of production and consumption, participate in the creation of an effective monitoring system for the consumer sector. This involves the implementation of a programmatic approach, which includes forecasting, selectivity and rational goal setting, as well as the effective use of all types of resources.

CONCLUSION
The dynamism of the development of the service sector is determined by technological progress and new market needs, selectivity of demand. Changes typical for all types of business, regardless of the type of economic activity, can be conditionally divided into three areas: external technological and risk factors; internal mobility and adaptability to innovation; progressiveness and flexibility of the management system aimed at the situational analysis of factors and conditions that may affect the strategy of organizational behavior.

All three types of diversification conditions are focused on ensuring sustainable and stable activities of the service sector. Depending on the strategy of service enterprises, diversification programs can be deterministic, alternative (situational), scenario with random program events; alternative anticrisis with program measures in conditions of uncertainty and risk.

The peculiarity of the conclusions and results obtained is the choice of two priority factors of the “market-consumer” methodological approach, which are most relevant for the strategic development of the service sector in Russia. Significant differences in socioeconomic and market conditions, different rates of implementation of innovations and the quality of the digital environment for the implementation of technologies and main business processes contribute to the actualization of these selected factors. The impact of digitalization and scientific and technological progress is mediated by market conditions, infrastructure and consumer preferences. The secondary nature of the application of solutions, borrowing from industry and other industries in the service sector is a confirmation of the formulated fundamental provisions.

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**Strategy for diversification of enterprises in the service sector: two-factor model “consumer-market”**

 Estratégia de diversificação de empresas no setor de serviços: modelo de dois fatores “mercado-consumidor”

 Estrategia para la diversificación de las empresas en el sector de los servicios: modelo de dos factores “mercado de consumo”

**Resumo**

Atualmente, o setor de serviços está em constante mudança, devido às mudanças socioeconômicas e tecnológicas globais. O estudo tem como objetivo fundamentar uma abordagem metodológica para o desenvolvimento estratégico do setor de serviços no contexto de mudanças socioeconômicas globais. Como resultado, foram formadas as principais disposições da abordagem metodológica proposta para a formação e avaliação de estratégias de diversificação para empresas do setor de serviços, e um modelo de dois fatores “mercado consumidor” foi comprovado. É preciso considerar o papel crescente das táticas de gestão e focar nesses fatores que determinam a posição atual do empreendimento na presença do mercado e da indústria. As mudanças básicas associadas à digitalização dos principais processos e habilidades do pessoal principal e gerencial caracterizam-se uma vez que o setor de serviços se desenvolve a partir da aquisição de competências inovadoras.

**Abstract**

The study aims to substantiate a methodological approach to the strategic development of the service sector in the context of global socio-economic changes. As a result, the main provisions of the proposed methodological approach to the formation and assessment of diversification strategies for enterprises in the service sector have been formed, and a two-factor model “consumer-market” has been substantiated. It is necessary to consider the increasing role of management tactics and focus on those factors that determine the current position of the enterprise in the market presence and the industry. The basic changes associated with the digitalization of key processes and skills of the main and managerial personnel are characterized since the service sector develops based on the acquisition of innovative competencies.

**Resumen**

El estudio tiene por objeto fundamentar un enfoque metodológico para el desarrollo estratégico del sector de los servicios en el contexto de los cambios socioeconómicos mundiales. Como resultado de ello, se han elaborado las principales disposiciones del enfoque metodológico propuesto para la formación y evaluación de estrategias de diversificación para las empresas del sector de los servicios, y se ha fundamentado un modelo de “mercado de consumo” de dos factores. Es necesario considerar el creciente papel de las tácticas de gestión y centrarse en aquellos factores que determinan la posición actual de la empresa en la presencia en el mercado y la industria. Los cambios básicos asociados a la digitalización de procesos y habilidades clave del personal principal y directivo se caracterizan ya que el sector servicios se desarrolla a partir de la adquisición de competencias innovadoras.

**Palavras-chave:** Abordagem metodológica. Modelo de dois fatores. Serviços. Alvos. Consumidor.

**Keywords:** Methodological approach. Two-factor model. Services. Targets. Consumer.

**Palabras-clave:** Enfoque metodológico. Modelo de dos factores. Servicios. Objetivos. Consumidor.