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The objectives and strategy of the spatial development (the case of the Solovetsky archipelago)



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Abstract. This article is devoted to the objectives and working-out of the strategy of the spatial development. The correlation of goals and strategies is shown, their role in the management of the territory is determined. Using the example of the Solovetsky Archipelago, the mechanism of conducting the SWOT analysis was reviewed, the system of strategic goals was analyzed, and

the model of the integrated spatial development strategy was presented. The methods of morphological and comparative analysis, synthesis, and modeling were used. The necessity of more complete correspondence of the mission, goals and strategy, as well as their correspondence to the factors of the internal and external environment of the development of the territory was identified. The importance of working out of comprehensive strategy of the territory aimed at its sustainable development is substantiated.

Keywords: *objectives, goals setting, strategy of the spatial development, strategic management, working out of the strategy, the Solovetsky archipelago*

The goal-setting and the working out of the development strategy are the key steps in the process of the strategic management of the territory. The correct approach, set goals and strategy establish the right direction of development, ensure the achievement of the necessary results, serve as the basis for planning, organization and control in the management of the territory.

The main difference between the concepts "goal" and "strategy" is that the goals determine the desired results of the development of the territory, whereas the strategy indicates the way of movement towards the goals. In this sense, we can say that the goal statement answers the question "What do we want to get?", and the strategy — "How to achieve this?" At the same time, the strategy is the most important tool for achieving goals.

As Fedulov D.V. notes, "at the present time there are various interpretations of the concept of "strategy", common for all of them is the approach of defining a strategy as a set of rules and postulates underlying in the base of the strategic decisions that determine the company's future" [1]. In our opinion, this approach is fully applicable to the strategy of the territory.

The strategy for the development of the territory is a long-term, qualitatively defined direction of the development of the territory, concerning its purpose and target points, which makes it possible to achieve the set goals. It can be said that the strategy is a key element in the process of strategic management of the territory.

To determine the strategy, it is necessary to conduct a thorough analysis of the factors of the internal and external environment of the development of the territory, to determine its competitive advantages, strengths and weaknesses, as well as opportunities and threats of the external environment. The most common method of such analysis is SWOT analysis. Indeed, in practice it is used most often in the framework of expert evaluation procedures.

Let us consider the implementation of goal-setting and strategy-defining processes using the the Solovetsky archipelago as the example. The Solovetsky archipelago is a unique object of spiritual, historical, cultural and natural heritage. The order of the Government of the Arkhangelsk region dated July 16, 2013, No. 310-rp, approved the Development Strategy of the Solovetsky Archipelago (hereinafter referred to as the Strategy), in which its mission was determined. According to this document, "the mission of the Solovetsky Archipelago in the modern world is that it ensures the revival, preservation and adequate perception of traditional values in the Russian and world society, serves the formation of a highly educated, morally-oriented, creative, socially responsible person. The heritage of Solovki in all its uniqueness and multicomponence helps the modern people to find the life guides and values of their ancestors — the people, characterized by a holistic worldview, high spiritual and moral qualities, immense creative potential, colossal viability, a high civil feeling and the ability to unite"¹.

The mission reflects the global purpose of the territory, its special role in preserving the historical, natural and cultural heritage of Russia, shows the multidimensionality, integrity and uniqueness of the territory. In strategic management, the mission's value is that it serves as the basis for the goal-setting and strategy-making processes, facilitates the unification of the territory, the understanding of the unity of the territory's purpose by all entities, which ensures the development of consistent goals. The detailed analysis of the mission of the territory and its significance in the strategic management (using the Solovetsky archipelago as the example) is presented in the author's previous works, which state that " The mission of the territory should be determined at the junction of three parameters: the needs of the external environment in relation to the territory, the possibilities of the territory and the purposes of territorial development "[2, Tsvetkov A.Yu., pp. 52–58].

¹ Strategija razvitiia Solovetskogo arhipelaga [Development Strategy of the Solovetsky Archipelago]. URL: http://solovki-monastyr.ru/media/attachments/Project_strategy.pdf (accessed 14 February 2017). [In Russian]

During the SWOT analysis, within the frame of the Solovetsky Archipelago Development Strategy, the expert group assessed positive and negative factors, as well as opportunities and threats for development in the following areas²:

- 1) Aquatic bioresources (seaweed, fish).
- 2) Natural resources (forest).
- 3) Agriculture.
- 4) Demographics.
- 5) Air transport.
- 6) Power engineering.
- 7) Tourism.
- 8) Consumer market.
- 9) Health care.
- 10) Education.
- 11) Culture.
- 12) Science.
- 13) Ecology.
- 14) Finances.
- 15) The Russian Orthodox Church.

As we can see, the comprehensive analysis was carried out in key areas of the development of the territory, which made possible to formulate the goals and strategic objectives of the socio-economic development of the Solovetsky Archipelago.

The Strategy sets forth the overall goal: to "preserve the Solovetsky archipelago — the nationwide and global spiritual, cultural and natural heritage, the spiritual Orthodox center of Russia, ensuring the formation and perception of traditional values, with a developed hospitality created on the basis of modern infrastructure, ecological balance and respect of the population, pilgrims and tourists to the historical and cultural heritage".

To achieve this goal, it is necessary to implement subgoals in the following main areas:

1. The effective preservation of the spiritual, cultural and natural heritage of the Solovetsky Archipelago.
 - Creating favorable conditions for the Orthodox monachism and the growth of the Orthodox community.
 - The study, memorialization, popularization of the lives of Solovetsky monks and new martyrs for the Orthodox monachism and the growth of the Orthodox community.
 - The creation of an effective system of protection of cultural heritage sites.
 - The development of the traditional crafts.
 - The creation of favorable conditions for the development of a high culture of management and land use.
 - The creation of the effective system of the protection of the natural heritage.

² Strategija razvitiia Solovetskogo arhipelaga [Development Strategy of the Solovetsky Archipelago]. URL: http://solovki-monastyr.ru/media/attachments/Project_strategy.pdf (accessed 14 February 2017). [In Russian]

2. The use of the potential of the triune Solovetsky heritage for spiritual, moral and cultural influence on the Russian and world community.
 - The creation of favorable conditions for the effective organization of excursion services.
 - The development of the pilgrim–tourist infrastructure.
 - The formation of the educational system for the Solovetsky heritage.
 - The positioning of the Solovetsky Archipelago as the outstanding historical, cultural and natural complex at the federal level.
 - The involvement of the local population in the activities related to the preservation of the heritage and its careful use.
3. The creation of proper conditions for labor, life and social life of the population of the Solovetsky Archipelago.
 - To answer the population's need in modern housing and engineering infrastructure.
 - The development of the transport infrastructure.
 - The conformity of the material and technical base of the social sphere to the modern requirements.
 - The ensuring of the food and environmental safety.
 - To provide the population with protection from emergency situations and ensuring fire safety.
 - The creating of the "barrier-free" environment.
 - The assistance in the economic development of the Solovetsky Archipelago.
 - The effective use of the program-target method.

Thus, it can be noted that social goals, as well as economic and environmental goals are set as the priority targets. At the same time, special attention is paid to the spiritual and moral component, which fully corresponds to the specifics of the territory as a unique object of spiritual heritage, where the Solovetsky Monastery is operating.

The further specification of the strategic goals occurs in the process of development of the specific programs and projects for the development of certain vital areas of functioning of the territory. In our opinion, special attention should be given to the economic aspect of planning, improving the efficiency of development of financing, infrastructure projects aimed at the development of the transport accessibility, the quality of life of the local population and the tourist attraction of the Solovetsky Archipelago. At the same time, it is necessary to highlight the cultural and scientific components as the fundamental core of strategic transformations: complex scientific research in social, economic, ecological, cultural, historical and architectural and other spheres is required, taking into account the diversity and multidimensionality of the Solovetsky archipelago environment.

Thus, the optimal harmonious strategy for the development of the Solovetsky archipelago can be constructed at the junction of three basic parameters:

- social,
- economic,

- environmental.

To form the optimal strategy for the development of the territory, the method of the "strategic cube" can be proposed. This approach is presented in the scientific works of O.S. Vikhansky [3] and in this article was modified with reference to the management of territories.

OOT strategies:

- A — economic;
- B — social;
- C — environmental;
- D — environmental and economic;
- E — social and economic;
- F — social and environmental;
- G — complex (sustainable development of the territory);
- O — lack of the strategy.

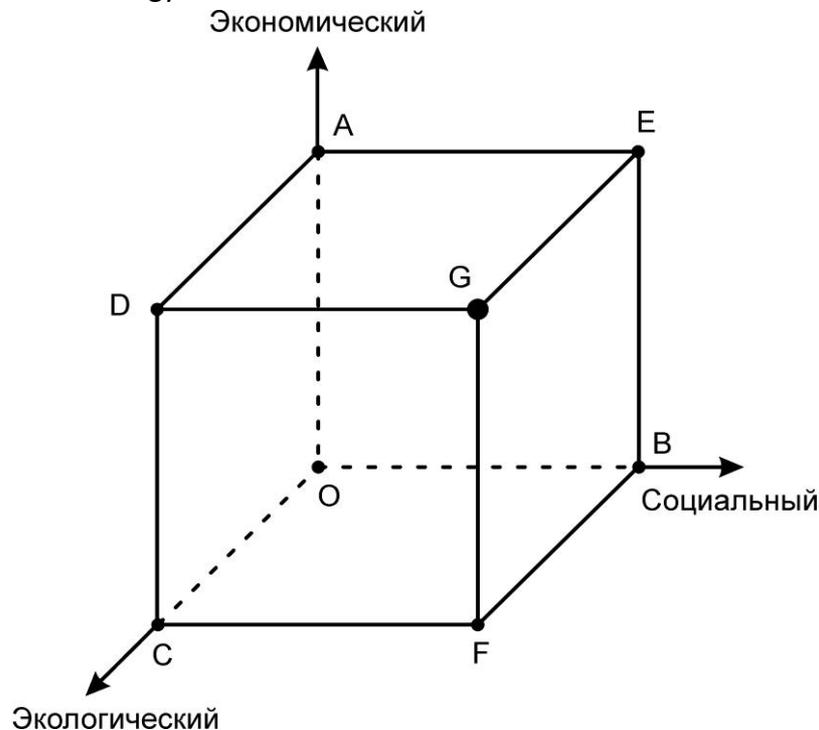


Figure 1. The "strategic cube" of the territory. It consists of environmental (OC), economic (OA), social (OB) axes

The integrated strategy of the territory (point G in Fig. 1) is aimed at sustainable (balanced, long-term) development of the territory, which ensures the increase in the efficiency of its activities through the achievement of the synergistic effect. The implementation of a comprehensive three-dimensional strategy represents the example of optimal strategic management of the territory.

The concretization of the strategy is expressed in the system of plans and programs for the development of the territory. For example, the list of organizational and legal measures for the

implementation of the Strategy is given in the Development Strategy of the Solovetsky Archipelago, the following items can be pointed out:

- 1) The inclusion of the port station "Solovki" (Onega port) in the register of ports open for foreign passenger ships, and the introduction of 72-hour visa-free regime for foreign citizens arriving to the archipelago on cruise ships and passenger ferries with tourist purposes.
- 2) The improvement of regulatory legal support in the sphere of trade within the framework of the implementation of the provisions of Federal Law No. 381-FZ dated December 28, 2009 "On the Basics of State Regulation of the Trade activities in the Russian Federation".
- 3) The assistance to the development of the off-store forms of trade (distance trading, vending machines).
- 4) The organization and holding of fairs, other trade events with the involvement of commodity producers of the Arkhangelsk region.
- 5) The conclusion of lease agreements for land plots occupied by the property complex of OJSC "Arkhangelsk Experimental Seaweed Factory".
- 6) To work out the problem of the technical modernization of karbasses for seaweed extraction, which are on the balance of OJSC "Arkhangelsk Experimental Seaweed Factory".
- 7) The Preventive work aimed at motivating the population towards healthy lifestyle.
- 8) The organization of the voluntary work aimed at escorting elderly citizens and invalids residing in the Solovetsky archipelago and in difficult life situation.
- 9) Making the status of a specially protected natural area
- 10) The organization of environmental monitoring of the environment of the Solovetsky Archipelago

The implementation of these activities is a priority task for the development strategy of the given territory.

Thus, when working out the strategy for the development of the territory, it is equally necessary to focus on the ecological, social and economic parameters of its activities. The implementation of the concept of sustainable development can ensure long-term integrated effective functioning of the territory, aimed at improving the quality of life of the population, attracting investment, getting income from tourism and recreational activities, forming a competitive infrastructure, and improving the image of the territory and the region as a whole.

Thus, the effectiveness of the strategic management of the territory as a whole is determined by the effectiveness of the processes of analyzing the factors of the internal and external environment, the goal-setting, the development and implementation of the strategy, which is expressed in the strategic planning system and ensures the coordination of the mission, objectives and development strategy of the territory.

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