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**State strategic management of development
Arctic zone of the Russian Federation
on the basis of stakeholder approach**

Specialty 5.2.6. «Management»

Abstract

of the dissertation in support of candidature for a degree
in Economics

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Topicality of the research topic. The Arctic zone occupies an important place in the Russian state strategic development. In addition, the content of strategic documents testifies to the increasing role of the Arctic in the set of priority areas of socio-economic development of the Russian Federation. The development of the Arctic is a state priority of Russia, which is confirmed by the position of the President of the Russian Federation V. Putin, who speaking at the plenary session of the Eastern Economic Forum - 2023 noted that "the next decades Russia will be growing by the Arctic and northern territories".

Priority attention to the Arctic zone of Russia requires new, proactive approaches to the state management of development of the subjects of this territory, which should take into account not only the uniqueness and identity of the North, but also the maximum satisfaction of the interests of the population, including indigenous peoples, the business community and their willingness to participate in the management of the development of the territory.

The methodology of the state strategic management based on the application of methods of administrative influence does not allow to solve strategic tasks aimed at improving the efficiency of the functioning of the Russian Arctic subjects with a high degree of efficiency. From the position of the key stakeholders of the Russian Arctic, the current level of development of this territory is not efficient enough (there is an outflow of population from certain regions, there is a large polarization of business, low rating of attractiveness of the territory for commercial banks) and requires the application of modern methods of strategic management based on active interaction with key stakeholders.

The foregoing indicates that in order to improve the effectiveness of the implementation of the strategy of socio-economic development of the Arctic zone of Russia it is necessary to have a scientifically sound concept of state strategic management.

Available domestic and foreign studies of state strategic management of the Arctic zone development of the Russian Federation practically do not reflect the approaches to management decision-making based on the principles of client-centricity, maximization of value for stakeholders and strategic partnership.

Thus, the topic of the current dissertation research acquires topicality and scientific and practical significance.

The aim of the dissertation research is to develop and substantiate theoretical, methodological and scientific and practical recommendations for the development of state strategic management of the Arctic zone of the Russian Federation based on the stakeholder approach.

Within the framework of the goal of the dissertation research the tasks were solved:

- substantiate the necessity of applying the stakeholder approach to the state strategic management of development of the Arctic zone of the Russian Federation;
- to propose and test the methodology of quantitative-qualitative assessment of the potential of interaction between the state and other stakeholders of the Arctic zone of the Russian Federation;

- to develop a model of state strategic management of socio-economic development of the Arctic zone of the Russian Federation on the basis of the stakeholder approach;

- to propose a methodical approach to the realization of the mechanism of public-private partnership for the development of supporting infrastructure in the Arctic zone of the Russian Federation;

- improve the methodology for assessing the effectiveness of public management of socio-economic development of the Arctic zone of the Russian Federation based on the balanced scorecard and stakeholder loyalty assessment.

The object of the dissertation research are methods, mechanisms and tools of the state strategic management of the development of the Arctic zone of the Russian Federation.

The subject of the research are organizational and managerial relations arising in the process of state strategic management of the development of the Arctic zone of the Russian Federation.

The methodological basis of the study was formed by general scientific methods of research (analysis and synthesis, deduction and induction), quantitative methods, summary and grouping of statistical data, comparison, as well as methods of system, discrete, analysis, proportional division, expert assessments, modeling and other methods of economic research.

Scientific novelty of the dissertation research consists in the development of theoretical and methodological provisions and scientifically substantiated recommendations to improve the efficiency of state strategic management of the development of the Arctic zone of the Russian Federation on the basis of stakeholder approach, taking into account the uniqueness, multipolarity and national significance of the territory in modern socio-economic and geopolitical conditions.

The most significant scientific results obtained personally by the applicant include:

1. The article proves the necessity of applying the stakeholder approach to the state strategic management of the development of the Arctic zone of the Russian Federation, taking into account the multipolarity of stakeholders' value expectations, socio-ecological-economic uniqueness and peculiarities of the region. The author's position is based on the adaptation of the principles of strategic management and translation of the stakeholder approach to the level of activity of public authorities in relation to the complex meso-economic system of the Russian Arctic. The distinctive feature of the proposed approach is the combination of the principles of client-centeredness, typology of key stakeholders in relation to the Russian Arctic territories, strategic partnership in making management decisions that meet the strategic and geopolitical interests of the territory, state goals and objectives for the development of the North, as well as the preservation of its identity (p. 8 specialty 5.2.6. of Passport of specialties of VAK RF).

2. The methodology of quantitative and qualitative assessment of the potential for interaction between the state and other stakeholders in the Arctic zone of the Russian Federation is proposed and tested. Unlike the existing ones, the author's system of indicators includes the assessment of: the presence of key business

structures in the subjects of the Arctic zone; the degree of readiness of regions to transition to new technologies; institutional conditions and resource and natural conditions for the strategic development of territories; space for the implementation of state strategic objectives, as well as the definition of an integral indicator. The article identifies typical stakeholder models of the subjects of the Arctic zone of the Russian Federation in public administration, taking into account the peculiarities of which allows to increase the loyalty of stakeholders, to ensure the achievement of strategic objectives (pp. 8, 14 of specialty 5.2.6. of Passport of specialties of VAK RF).

3. The model of state strategic management of socio-economic development of the Arctic zone on the basis of the stakeholder approach has been developed, including the development of a map of value stakeholder position and the assessment of expectations of stakeholder groups. The author's approach is based on the proportional distribution of the increase in the resultant indicator of strategic management due to changes in the factor, which makes it possible to determine the impact of changes in the target settings for the implementation of strategic tasks (projects) by the authorities on the level of achievement of the goals of selected groups of stakeholders. The proposed organizational and management model allows to implement the activities of the authorities adapted to each key stakeholder with highlighting the effects of strategic partnership (p. 8 specialty 5.2.6. of Passport of specialties of VAK RF).

4. A methodological approach to the implementation of the mechanism of public-private partnership for the development of backbone infrastructure in the Arctic zone of the Russian Federation is proposed, which is based on the organization of the Backbone Infrastructure Development Fund. The creation of the Fund will make it possible to select infrastructure projects and apply to them adequate differentiated measures of state regulation on the basis of stakeholder approach. The functional capabilities of the Fund should include the provision of financial assistance to enterprises for strategic development, management consulting on the creation of a system of technological management and modern innovation management institutions in priority sectors of the economy of the Arctic zone of the Russian Federation. The Fund's work on the selection and implementation of infrastructure development projects in the Arctic zone using public-private and municipal-private partnership mechanisms is based on the involvement of key stakeholders with the use of crowdsourcing technologies and the capabilities of digital platforms and allows to identify and consolidate the areas of managerial responsibility of government departments for the successful implementation of strategic objectives for the creation and development of infrastructure (p. 8 specialty 5.2.6. of Passport of specialties of VAK RF).

5. The methodology for assessing the effectiveness of public administration of socio-economic development of the Arctic zone based on the balanced scorecard system has been improved in terms of its adaptation to the peculiarities of socio-economic development of the territory. The methodological approach includes a step-by-step algorithm of the balanced scorecard formation, assessment of the potential of stakeholder loyalty, the closeness of interrelation and interaction of key

stakeholders in the projection of stakeholder maps. The use of the methodology will allow to create a correct model of partnership of key stakeholders in the system of state strategic management and optimize the processes of strategic planning of socio-economic development of the Arctic zone (pp. 8, 14 of specialty 5.2.6 of Passport of specialties of VAK RF).

Theoretical significance of the research lies in a comprehensive understanding of the concept of stakeholder - management from the point of view of the possibility of its application in the state strategic management of the development of the Arctic zone of the Russian Federation, in the development of theoretical and methodological provisions for the formation and implementation of state strategic decisions, adapted to each key stakeholder with the allocation of the effects of strategic partnership, assessment of their effectiveness, taking into account the specifics of the Arctic zone of Russia and the response to the needs of the Arctic zone of the Russian Federation. The author's conclusions have a significant scientific potential and can be continued and deepened in the research of the state strategic management of the development of the Arctic zone of the Russian Federation, taking into account the peculiarities in the strategic development of the subjects of this territory and the target strategic positions of stakeholders to improve the efficiency of the authorities' activities.

Practical significance of the study lies in the possibility of applying the conclusions and recommendations of the author by public authorities in the process of strategic management of the development of the Arctic zone of the Russian Federation, to improve the forms of interaction between the state, business and the population of this territory. Recommendations of applied nature on the use of strategic tools of public administration will provide an increase in the quality of ministries, departments of regional administrations to implement strategies, national projects, target programs that develop the strategic sovereignty of the Arctic zone of Russia (as evidenced by the acts of implementation in the authorities, within the framework of which the author's scientific proposals were approved, including a certificate of implementation of the results of the dissertation research in the Department of Fisheries of the Russian Federation).

Certain proposals of scientific qualification work may be of interest for the employees of educational, research institutions dealing with the problems of strategic human resource management, as well as in teaching the academic disciplines "Public Administration", "Strategic Management".

Area of research. Scientific and qualification work was carried out in accordance with the Passport of specialties of VAK of the Ministry of Science and Higher Education of the RF 5.2.6. Management: 8. State management of socio-economic processes. State policy, mechanisms and methods of its development and implementation in different historical and country conditions. 14. Strategic management, methods and forms of its implementation. Business models of an organization. Corporate strategies. Strategic resources and organizational capabilities of a firm.

Approbation of the results of the study. The results of dissertation research were presented at the following conferences: 14 regional scientific-practical

conference “Management of regional economic development: analysis of trends and development prospects” (May 20, 2016, Oryol); 3 international scientific-practical conference “Fundamental and applied research in the field of economics and finance” (May 29, 2017, Oryol); international scientific-practical conference “Sustainable economic growth: political and social prerequisites” (May 11-12, 2017, Oryol); II international scientific-practical conference “State policy: methodology, practice, directions of development” (May 11-12, 2017, Oryol); II international scientific-practical conference “State policy: methodology, practice, directions of development” (May 29, 2017, Oryol); II international scientific-practical conference “Sustainable economic growth: political and social prerequisites” (May 11-12, 2017, Oryol). II international scientific-practical conference “State policy: methodology, practice, directions of improvement” (May 27, 2017, Oryol); X international scientific-practical conference “Regions of Russia: strategies and mechanisms of modernization, innovative and technological development” (June 6-7, 2019, Moscow); international scientific-practical conference “Management of innovative development of agro-food systems at the national and regional levels” (June 13-14, 2019, Voronezh); International Scientific and Practical Conference “Fundamental and Applied Research in Economics and Finance” (December 6, 2019, Oryol); X All-Russian scientific-practical conference “Information development of Russia: state, trends and prospects” (December 16, 2019, Oryol); III All-Russian scientific-practical conference with international participation “Challenges of digital economy: development of comfortable urban environment” (May 21-22, 2020, Bryansk); international conference “Digital transformation of industry and services: trends, strategies, management” (April 24, 2020, Kazan); All-Russian full-time scientific-practical conference “Modern trends in the development of management and public administration” (December 3, 2020, Oryol); VI international scientific-practical conference “Modern research problems of human resources management” (April 6-8, 2021, Moscow); IX International Scientific and Practical Conference “Innovative development of socio-economic systems: conditions, results and opportunities” (April 30, 2021, Orekhovo-Zuyevo); V International Business School “Digital Economy, Management and Finance: development of professional skills of a modern manager” (April 21-28, 2021, Stavropol); 9 international scientific-practical conference “Development of theory and practice of management of social and economic systems” (May 18-19, 2021, Petropavlovsk-Kamchatsky); international scientific-practical conference “Economics and business: trends and innovations” (April 15, 2021, Moscow); II All-Russian Scientific and Practical Conference “Strategic Management of Socio-Economic Systems Development: Theory, Practice” (June 30, 2021, Voronezh); International Scientific and Practical Conference “State. Politics. Socium: challenges and strategic priorities of development” (November 23-25, 2021, Yekaterinburg); All-Russian scientific-practical conference “Modern trends in the development of management and public administration” (December 3, 2021, Oryol); international scientific-practical conference “Actual problems and trends in the development of modern economy” (December 16-17, 2021, Samara); All-Russian Scientific and Practical Conference “Development of the North-Arctic Region: Issues of Preserving the Cultural

Heritage of the Arctic Peoples” (April 28-29, 2022, Arkhangelsk); V international scientific-practical conference “Management of innovation and investment processes and changes in modern conditions” (October 27-28, 2022, St. Petersburg) with the subsequent publication of scientific articles on the topic “State strategic management of the Arctic zone development on the basis of stakeholder approach”.

Scientific provisions, conclusions and recommendations stated in the dissertation were implemented in the course of research under the RFBR grant № 20-310-90038 “Improving the efficiency of state management of socio-economic development of the Arctic zone”.

Following the research, 51 scientific papers have been published with a total volume of 27,27 printers sheets (with the author’s contribution of 16,71 printers sheets), including 14 articles published in peer-reviewed scientific publications, 2 articles published in journals indexed in the international citation databases Scopus.

Scope and structure of the dissertation. The dissertation has an introduction, 3 chapters (9 paragraphs), a conclusion, 324 pages of text, 26 tables, 84 figures and 413 reference sources.

