

HARMONIZATION OF STRATEGIC PLANNING INDICATORS OF TERRITORIES' SOCIOECONOMIC GROWTH

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Abstract. An important element of strategic management of social-economic development is the plan of this development. Strategic planning on regional level is impossible without certain goals and guidelines which are mentioned in the documents belonging to a higher management level. Therefore, macroeconomic indicators of the strategic plans on national and regional levels must be coordinated. The analysis carried out in this article allowed us to underline the necessity to harmonize the basic indicators of the accepted territory development strategies in Russia, as well as the directions for this harmonization.

Keywords: indicator, regional development strategy, strategic planning, development management, national economy.

1. Introduction

An essential condition for a successful implementation of the regional social-economic system's strategic management is the presence of the standardized complex of quality and quantity rates which characterize the external and internal environment of the object (economic situation in the world, country, region, production pattern, level of technical and innovative development, demographic and ecological situations, quality of the social security system, etc.) [1, 2, 3].

Therefore, the list of such indicators is built into every long-term development plan, program, and development strategy of a territory. In addition to the macroeconomic rates, strategic management documents include a large number of particular goal indicators concerning certain aspects of authorities' operation, dynamics of social-economic system in the region, etc. [4, 5].

In addition, the number of factors can be quite big. For instance, there is a list of goals in the project of the Strategy of the social and economic development of the Volgograd Oblast until 2020. The control of those goals is planned to be implemented by using 538 factors, among which 305 factors estimate the work of the municipal bodies and 233 - of regional government bodies.

It's a really hard task to monitor such number of parameters. We'd like to note that the number of factors in some case could be unlimited. Cybernetic principle of necessary variety plays a great role here. The branch specific nature of the territories

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can demand the adequate presentation of their dynamics in the factors system. In spite of a big number of private factors, one should note that implementation of any social and economic strategy of the region development must be carried out within the frames of observed statistical indices which are unified on meso- and macro-levels. In this respect, the problem of harmonization of factors of strategic planning of the territories' social and economic development on various levels arises.

2. Methods of investigation

Four levels of strategic planning of social and economic development can be singled out: federal, federal district, sub-federal region, and municipal. Strategies of development are designed and implemented on each of these levels, which later should be agreed, in order to ensure the uniformity of politics of development. On other hand, the specifics of each territory should be taken into consideration. In our investigation the municipal level is not considered. It can be explained by a variety of territorial conditions of the municipal government [6], and also by the fact that most of them don't create new strategies of development because of lack of resources and the current model of powers distribution between the federal government and the municipal governments in Russia. Thus, there are 8 federal districts and 83 sub-federal regions in Russia.

Since there are 8 federal districts and 83 federal subjects in Russia, it was difficult to carry out the comparisons of such vast list. That is why comparative studies were implemented conformably to federal level and were based on the analysis of the Conception of long-term social and economic development of Russian Federation until 2020 (further referred to as Conception), for federal district level studies were realized on the basis of the analysis of the Strategy of social and economic development of Southern Federal District until 2020 (further referred to as District strategy). Southern Federal District consists of 6 federal subjects, so we have analyzed the Strategy for social and economic development of Volgograd Oblast until 2020 (further referred to as Oblast Strategy).

During the study, basic indicators of strategic social and economic development were pointed out and the comparison of approaches to their calculations was made, as well as numerical value of indices themselves. Industry indicators for each economy sector for chosen regions of Russia from each Federal district are shown in Table 1.

As is seen from Table 1, in 2014 there was a large differentiation of industry indicators in the viewed regions. In all regions, the total real added value, number of enterprises, and number of employees are the largest in the service industry; volume of investments is the largest in production sphere, which shows the perspectives of development of this sector of the Russian economy. The production sphere is most developed in Moscow and Leningrad Oblasts.

It should be noted that at the present time in the Russian Federation includes 83 regions, divided into eight federal districts. In order to optimize the statistical information in this study examines eight regions, one from each federal district, so that the study covered the entire territory of the Russian Federation and the data are representative. In this regard, the number of employees in these regions is about 13 million people, representing 13% of total employment in Russia (100 million people). Information on value-added in these regions is given in Table. 2.

Table 1: Industry indicator for economy sectors for regions of Russia in 2014

Region	Economy sector	Industry indicators for sectors of economy			
		Total real added value, %	Number of enterprises	Number of employees, thousand people	Volume of investments, RUR thousand
Moscow Oblast	Service industries	68.9	186.542	2.016	395.900
	Production	29.1	50.677	872	167.209
	Agriculture	2	7.366	95	11.492
Leningrad Oblast	Service industries	43.4	25.917	401	102.186
	Production	51	7.231	267	120.080
	Agriculture	5.6	5.053	83	13.185
Volgograd Oblast	Service industries	49.1	42.709	720	65.204
	Production	40.7	9.972	320	54.049
	Agriculture	10.2	2.314	214	13.545
Stavropol Krai	Service industries	62.4	35.942	739	77.566
	Production	27.1	8.477	278	33.687
	Agriculture	10.5	13.409	219	13.052
Nizhny Novgorod Oblast	Service industries	54.8	73.232	1.092	149.172
	Production	41.9	19.074	513	114.057
	Agriculture	3.3	3.122	80	8.983
Sverdlovsk Oblast	Service industries	59.5	132.787	1.251	208.629
	Production	38.1	32.559	684	133.593
	Agriculture	2.4	3.566	100	8.415
Omsk Oblast	Service industries	44.4	39.070	569	46.604
	Production	49.4	9.300	238	51.852
	Agriculture	6.2	1.355	139	6.508
Sakhalin Oblast	Service industries	22.8	12.280	194	38.322
	Production	74.3	3.504	73	124.883
	Agriculture	2.9	1.618	20	4.874

Source: Russia in figures: Russian statistical yearbook (2015): Rosstat.

The information in the table. 1, 2 are in rubles. The ruble against the dollar on 06/03/2015 reserves 56.7534 rubles per 1 dollar. As we can see, there is a very high real Value added per capita in Sakhalin Oblast in comparison with other regions. This is due to the fact that the Sakhalin region is one of the leaders in the Russian oil and gas, which leads to a high level of added value. Given that the region is fully located on the islands, and its territory is small, the population density in the region is quite low, which leads to very high real Value added per capita.

Table 2: Value added in the regions of Russia in 2014

Region	Population, thousand people	Value added, million rubles	Value added tax, million rubles	Value added per capita, rubles
Moscow Oblast	7134	2176795.3	391823.2	305129.7
Leningrad Oblast	1764	581712.0	104708.2	329768.7
Volgograd Oblast	2569	508433.3	91518.0	197910.9
Stavropol Krai	2794	396791.6	71422.5	142015.6
Nizhny Novgorod Oblast	3281	770774.0	138739.3	234920.4
Sverdlovsk Oblast	4321	1291019.1	232383.4	298777.8
Omsk Oblast	1974	451418.8	81255.4	228682.2
Sakhalin Oblast	491	600247.9	108044.6	1222500.8

Source: Russia in figures: Russian statistical yearbook (2015): Rosstat.

3. Strategic planning indicators of social-economic growth

The conception is designed to qualitatively influence the directions of Russian economy development and to create the basis for innovational business model formation [7]. The innovational scenario of development, established in this document, will allow increasing Russia's competitiveness on international stage and will create favorable social environment. In this respect, the emphasis in the Conception is made on investments in intellectual capital, healthcare, economy modernization, and social and financial infrastructure development.

Achieving declared aims will ensure a variety of targeted programs and projects which are bound to be implemented in the context of set parameters and projected values of basic macroeconomic indices of national economy. Let us make the analysis, wherefore build the analytical Table 3 that reflects the dynamics of changes of key parameters for the considered period.

Table 3: Dynamics of main macroeconomic indices of the Russian Federation until 2020

Index	2007	2008- 2010	2011- 2015	2016- 2020	Total change
Population, million people	142.1	141.8	142.2	143.4	+1.3
Inflation, %	9	10.3	6.4	3.5	-5.5
GDP, increase %	8.1	6.8	6.4	6.3	-1.8
Industrial production, increase %	6.3	5.7	5.3	5.1	-1.2
Real income of the population, increase %	10.7	10	7	6.7	-4
Retail volume, increase %	16.1	12.8	7.5	6.4	-9.7
Investments, increase %	21.1	14-14.8	10.3	10	-11.1
Export, increase %	4.5	2.8	2.8	3.8	-0.7
Import, increase %	26	20	8.7	6.5	-19.5
Energy intensity, to the level of 2006 %	92.6	86	73	59.6	-33
Expenses on education in % to GDP	4.8	5	5.9	6.7	+1.9
Expenses on healthcare system in % to GDP	4.2	4.7	5.5	6.2	+2.0
Expenses on science in % to GDP	1.1	1.2	1.7	2.7	+1.6

Source: compiled by the authors on the basis of the Conception materials.

In our opinion, the above indices prove social and innovational direction of the Conception. Growth of expenses on education and health services allows fulfilling the potential of human capital as much as possible and creating a platform for scientific and engineering breakthrough. Apart from positive changes in the above indices, a number of indices due to which the reduction of numeral values is planned, also should be characterized in a positive way: inflation – reduction by 5,5%, import – growth reduction by 19,5%, energy consumption – growth reduction by 33%. In case of reaching these target indices, it will be possible to save significant energy supply, catalyze domestic production, decrease price advance for goods and services in domestic market and increase purchasing power of population.

According to other indices, such as GDP, industrial production, real income of population, retail commodity circulation, investment bulks, and export, the average annual growth is also planned, but its rates slow down till 2020.

The crisis of 2008-2009 and post-crisis development made serious adjustments into our understanding of the ability to achieve those goals [8, 9]. So, on December 27, 2013, the Ministry of economic development and trade of the Russian Federation specified the prognosis of the main parameters of social and economic growth of the Russian Federation for 2014. Estimated rate of the GDP growth was reduced in 2013 to 1.4% in comparison with 1.8% approved in the earlier prognosis. The estimated rate of the GDP growth in Russia for 2014 was also reduced from 3.0% to 2.5%.

However, the key development directions reflected in the Conception remain the same. Basic efforts will be concentrated on the fight against inflation, increasing the financing of human capital development, solution of problems of the energetic effectiveness, and reducing the import of goods and services. A high rate of investments into engineering industry, transport, agriculture, and building should be supported, as well as decrease of investments in the extractive sector. Such investment policy allows increasing competition and filling the markets with our domestically produced goods for the domestic manufacture and high technology complex.

Thus, the basic parameters of macroeconomic development of our national economy, considered in this article, also support the course of Russia's government for smooth transition to socially oriented and innovational economy by 2020. Achievement of these aims is supported by the strategic documents on the level of federal districts. District strategy was developed in two variants: conservative and innovational (Table 2). They include macroeconomic indices of the perspective growth of the district economy. Main scenario differences were planned in the sphere of investments (from 3.6 to 81.2%) and taking into consideration the real household disposable incomes of the population (from 3.5 to 44.2%).

According to the conservative scenario of development, the biggest rate of growth accrues to such spheres as transport and telecommunication services. Types of activities connected with distribution of energy, gas and water, agriculture, social services, and extractive industry demonstrate the negative dynamics, and their proportion decreases. The innovational scenario creates the balanced growth for the whole variety of branches of economy in the Southern Federal District. This scenario is directed at the gradual increase of industrial production share (both extracting and processing industries), manufacturing and distribution of energy, gas and water, trade, and building industry by 2020. Social services and agriculture will decrease their share. Therefore, innovational scenario is designed to activate the production sector.

The analyzed indicators are embodied in the strategies of development of federal subjects. Volgograd Oblast performance goal, shown in Table 3, is planned according to conservative and innovational scenario in District strategy. These dates were the basis for strategic planning of socio-economic development of Volgograd Oblast, which was reflected in the District strategy. In the Regional strategy, the conformation of the competitive regional economic complex is emphasized. It is embodied in the planned growth of export expansion. The indicators of Volgograd Oblast development are submitted in Table 4. The region predictive indicators by 2020 demonstrate moderate change dynamics. The significant positive dynamics is expected on GRP, investments volume, consumer prices, real income of population, average life expectancy, unemployment rate, share of population with substandard income, and natural decline of the population. The negative dynamics is expected for the index of industrial production and average annual number of people engaged in economy. The tendencies built into Regional Strategy reflect the general governmental policy to built-up the Russian innovation sector, reduce the import-dependency of the domestic market, improve the well-being of population, and increase investments into basic assets and human capital, which will finally ensure GDP growth due to the rise of labor efficiency.

Table 4: Indices of development within the frame of the District strategy

Period	Conservative	Innovational	Difference
Gross regional product, %			
2020 to 2009	168	194	+26
2013 to 2009	117.4	125.9	+8.5
2020 to 2013	142.5	154.1	+11.6
Investments, %			
2020 to 2009	160.3	241.5	+81.2
2013 to 2009	123.2	126.8	+3.6
2020 to 2013	130.1	190.5	+60.4
Real disposable household income, %			
2020 to 2009	156.9	201.1	+44.2
2013 to 2009	117.1	120.6	+3.5
2020 to 2013	133.9	166.7	+32.8
Workforce productivity, %			
2020 to 2009	171.4	197.8	+26.4
2013 to 2009	119.9	128	+8.1
2020 r.2013	143	154.6	+11.6

Source: Attachment 2 of the District strategy.

Table 5: Development Indices of Volgograd Oblast in the District strategy, %

Index	2009	Conservative scenario			Innovational scenario		
		2013/ 2009	2020/ 2013	2020/ 2009	2013/ 2009	2020/ 2013	2020/ 2009
GRP	93.5	121.9	131.8	125	105	105.3	160.7
Real income of population	101.3	114.7	130.5	116.4	108.6	106.8	149.7
Investments	80.5	97.6	149.6	142.3	115.5	113.2	146.1
Index of industrial production	85.4	114	125	114.7	104.1	103.9	142.6

Source: compiled by the authors from the District strategy.

Table 6: Forecast of socio-economic development of Volgograd Oblast

Index	2010	2011	2012	2014	2020	Changes
Index of physical volume of GRP, %	103.7	105.1	105.1	104.0	104.0	+0.3
Investments volume, %	99.4	120.0	118.0	103.0	104.0	+4.6
Index of industrial production, mining, %	100.3	101.6	97.0	102.8	100.0	-0.3
Index of industrial production, manufacturing, %	106.2	105.0	104.6	105.5	105.0	-1.2
Index of industrial production	106.2	105.0	104.6	105.5	105.0	-1.2

Source: compiled by the authors according to the Regional Strategy.

4. The comparative analysis of the strategic planning indicators

Let us summarize the indicators examined in the network of strategic documents belonging to different hierarchy levels (Table 5). Strategic documents are developed and accepted on different stages by authorities of different levels, but what they have in common are the goal indicators which determine a package of measures and direction of socio-economic development, as well as criteria to measure the success of the state socio-economic development policy implementation. Comparative analysis showed that there is no definite reference list of indexes which need to be put into basis of each document. According to the authors' opinion, that may due to different circumstances, particularly:

- general economic situation in the country, region;
- government official economic course, declared for the period predicted;
- rate of development of the world market, as well as of domestic one, including development from the point of view territories;
- external economic relations and country's foreign trade policy;
- demographic situation in the country and its region;
- availability of natural, intellectual, infrastructural, and manufacturing resources.

Table 7: Comparison of indices in the strategic documents of development planning of various levels

Index	Levels of planning			Note
	Russia	Federal district	Sub-sovereign	
GDP (GRP)	Calculation by 1 scenario	Calculation by 2 scenarios	Calculation according to the scenario per capita	Planning on all levels
Inflation	Calculation by 1 scenario	no	no	District and oblast do not plan
Investments	Calculation by 1 scenario	Calculation by 2 scenarios	Calculation according to the scenario per capita	All levels plan
Real income of the population	Calculation by 1 scenario	Calculation by 2 scenarios	Calculation by 1 scenario	All levels plan
Industrial production	Calculation by 1 scenario	Calculation by 2 scenarios	Calculation by 1 scenario (index of	All plan, district and sovereign specify branches

			production)	
Retail turnover	Calculation by 1 scenario	Calculation by 2 scenarios	no	Sub-sovereign does not plan
Extraction of oil and gas	Calculation by 1 scenario	Calculation by 2 scenarios in extractive industry	Calculation by 1 scenario as the index of extractive industry as a whole	District and sub-sovereign don't single out the extraction of oil and gas as a separate index
Export	Calculation by 1 scenario, including the export of oil and gas	no	Calculation by 1 scenario, including according to groups of countries	District doesn't plan, the sub-sovereign clarifies the country of destination
Import	Calculation by 1 scenario	no	no	District and sub-sovereign don't plan
Tariffs on gas, electricity, shipments	Calculation by 1 scenario	no	no	District and sub-sovereign don't plan
Energy consumption	Calculation by 1 scenario	no	no	District and sub-sovereign don't plan
National currency exchange rate	Calculation by 1 scenario	no	no	District and sub-sovereign don't plan
Budget expenditures according to sectors	Calculation by 1 scenario	no	no	District and sub-sovereign don't plan
Unemployment rate	Calculated by the Ministry of economic development in respect of economically active population	no	Calculation by 1 scenario by methods of International labor organization	District doesn't plan; differences in methods of calculation on the level of the Russian Federation and the sub-sovereign
Consumer price index	Calculated by the Ministry of economic development	no	Calculation by 1 scenario	District doesn't plan
Life span	no	no	Calculation by 1 scenario	Federation and district don't plan
Natural population decline	no	no	Calculation by 1 scenario	Federation and district don't plan

Workforce productivity	no	Calculation by 2 scenarios	Calculation by 1 scenario	Federation doesn't plan
Building industry, transport, telecommunication services, etc.	Calculation by 1 scenario in the structure of added value	Calculation by 2 scenarios	Calculation by 1 scenario as an index	Various methods of calculation
Average monthly nominal wage	Calculated by the Ministry of economic development	no	Calculation by 1 scenario	District doesn't plan
Oil price	Calculation by 1 scenario	no	no	District and sovereign don't plan

Source: compiled by Gilan Fedotova.

All these reasons define on the whole the direction of development of Russian economy, in respect to which the concepts, strategies, plans for development are being worked out. Using documents listed above, we have viewed and estimated indices of macroeconomic development which are put into the basis of strategic aims of federal, district, and regional levels. At the same time, an important circumstance was revealed. It appeared that the principle of “transparent planning” [10] is not applied in Russia. First of all, the composition of indices in strategic documents differs on each level. Secondly, what is more essential is that sometimes their calculation is made with the use of different methods.

Consequently, administration of realization and control of developing strategies and concepts, plans and programs is complicated. It disperses already limited resources and does not allow concentrating sufficiently on achieving priorities for development, since these priorities appear blurry and contradictory on different levels of administration hierarchy. It appears that this situation is connected with inadequate elaboration of strategic planning methodology, its insufficient adaptation to features on different levels of power hierarchy in the Russian Federation. Besides, difficulties in strategic management of social and economic development create inadequacy of officially calculated strategic indices.

The system of these indices is, due to number of objective reasons, quite inertial and does not take into account a number of perspective indicators that are necessary to estimate management performance. Consequently, there appears a necessity for forming an updated system of objective statistical survey's indices, plans, programs, and concepts of social and economic development.

The stated methodological imperfections of strategy planning system, which has formed in RF, decrease its flexibility, which was dramatically manifested in post-crisis period. Long periods of elaboration of strategic documents, necessity for longstanding negotiations and search for missing basic data lead to situation when scenario terms taken as a basis in the moment of their development considerably change by the moment of confirmation and start of realization. Crudity of the theoretical aspects of long-term macro-economic forecasting that seriously weakens the efficiency of its instrumentarium usage should be mentioned.

5. Conclusion

A system of strategic documents is used for strategic management of social-economic development in influential countries, such as Russia. These documents are oriented at realization on different levels of territories management: country in a whole – regions (with different rates of generalization) – municipalities. Ideally, these strategies must be negotiated against each other.

Analysis of strategic documents on different levels in Russia (federation – federal districts – constituent territories of federation) shows that all of them have similar direction. Conceptually they pursue the same aims. However, there are serious differences not only in the content of the used indices but also in the methods of their evaluation.

Solution for the problems dealing with non-compliance of the index system of strategic planning allows increasing the effectiveness of strategic planning, harmonizing documents developed in this field, and saving the resources. This can be achieved by means of multilevel government authorities' concerted action while implementing strategies, concepts, plans, and programs of development. As a result, this can lead to accelerating the formation of the innovative socially- oriented model of economic development in Russia.

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