

The Impact of a Local Supply Chain Strategy on Regional Economic

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Abstract- The aim of this research is to explore socio-economic risks and challenges, in the modern globalized production landscape from an end-to-end supply chain perspective. Given the sensitivity of a Russian regional economy contribution to its supply chains, any improvement in supply chains strategy will be beneficial for mines and their stakeholders. The objectives of this work were to: (i) test the hypothesis that supply chain management strategy, by mines in a region, significantly affects regional economy; and (ii) develop a methodology to identify the critical backward commodities of a regional economic sector. The complexity of the strategic development of the region is conditioned by the fact that it is necessary to take into account the characteristics of all cities and settlements, to be able to integrate their plans into a single document, which allows to build a single development strategy for the entire territory. The development of a regional development strategy is the most important task of both regional science and the practical activities of regional authorities. The relevance of the study concerning the processes and tools of strategic planning for the development of Russian Federation constituent entities is conditioned by the fact that the quality of strategic documents that determines the success of the territory development in modern, dynamically developing socio-economic conditions. At present, the main agency responsible for the strategic approach to the development of the territory is the Ministry of Economic Development of the corresponding territory, which, in conjunction with the regional government, other ministries and departments, forms a document defining the main development vectors of the Russian Federation constituent entity, and the Ministry is responsible for the quality of this document. Orientation to the strengths or weaknesses of the region can act as the principles for the regional development strategy creation, and the content of the strategy determines which sectors will be priority in terms of their development support, which will be provided with additional sources of financing, and which will be developed independently, without state close attention.

Keywords; *Supply Chain Strategy, Strategic Planning, Economic Development, state regulation of strategic planning*

1. Introduction

Supply chain strategy is one of the main tools of regional management, since the strategic plans, if they are scientifically developed and correctly substantiated, can achieve the goal of the territory development, and the desired results through the use of its geographical, climatic, resource, human and socio-economic potentials.

In accordance with the Federal Law N 172-FL (issued on June 28, 2014, revised on July 18, 2019) "On Strategic Planning in the Russian Federation", strategic planning is "the activities of strategic planning participants in goal-setting, forecasting, planning and programming of the Russian Federation socio-economic development, the constituent entities of the Russian Federation and municipalities, the sectors of the economy and the areas of state and municipal government, ensuring national security of the Russian Federation, aimed to meet the challenges of sustainable social and economic development of the Russian Federation, the subjects and the municipal entities of the Russian Federation and ensuring national security of the Russian Federation" (Federal Law N 172-FZ (28.06.2014)).

A strategic planning system is understood as a mechanism ensuring coordinated interaction of strategic planning participants, carried out on the basis of strategic planning principles during strategic planning document development and implementation, as well as monitoring and controlling the implementation of strategic planning documents as the part of goal-setting, forecasting, planning and programming using normative legal, informational, scientific and methodological, financial and other resource support.

The drafts of strategic planning documents are submitted for public discussion, and for informational support of strategic planning, a federal strategic planning information system is created, which ensures the generation and processing of data based on distributed information contained in federal, regional and municipal information resources and systems, in official state data

statistics, as well as other information necessary to provide support and making managerial decisions in the field of state and regional management.

The Ministry of Economic Development of the Stavropol Territory is the executive authority of the Stavropol Territory, which performs the following functions:

- ensures the implementation of state policy on the territory of the Stavropol Territory,
- carries out, within its competence, management and legal regulation in the field of analysis, forecasting and strategic planning of economic and social development of the Stavropol Territory, foreign trade, foreign economic, international, interregional, exhibition and fair, investment activities, including the implementation of certain state mechanism support provided by the legislation of the Stavropol Territory, and innovation,
- development and implementation of the Stavropol Territory state programs and the departmental target programs,
- implementation of measures aimed at administrative barrier reduction and the availability of public service increase in the Stavropol Territory.

The Ministry of Economic Development of the Stavropol Territory also acts as the authorized executive body of the Stavropol Territory in the field of development and support for small and medium-sized enterprises, assessing compliance and monitoring the conformity of plans for the procurement of goods, works, services, the draft of such plans, the changes made to such plans, the draft amendments included in such plans, the annual reports to the requirements of the Russian Federation legislation, providing for the participation of small and medium-sized enterprises in the procurement of goods, works and services to meet the needs of certain types of legal persons [8].

The Ministry of Economic Development of the Stavropol Territory is the agency responsible for the development of the Regional Development Strategy and responsible for its implementation. In this context, the ministry collects data that ensures the implementation of the main indicators of strategic documents. This ministry analyzes the volume and efficiency of investment use in the regional economy, the allocation of financial resources for regional programs and projects, and evaluates the feasibility of all programs.

So, according to the data of the Ministry of Economic Development of the Stavropol Territory during the period 2013-2017, over 660 billion rubles were invested in the economy of the Stavropol Territory. At the same time, the last analyzed years are characterized by the maximum increase of investments; in 2017, about 140 billion rubles were invested in the region, which is 11.7% more than in 2016. As for 2018, 158.2 billion rubles of investments in fixed assets were used to develop the economy and social

sphere of the region which make 102.4% of investments in 2017.

The investment portfolio of the Stavropol Territory for 2019 contains 161 ongoing investment projects with a total cost of more than 118.9 billion rubles, of which more than 47.2 billion rubles have been spent and 2.6 thousand jobs have been created. 58 investment projects with 27.3 billion rubles have already been fully implemented on the Territory, in the framework of which 1,180 jobs were created.

The initiators of investment projects in the region are given preferences to attract investments in the economy of the Stavropol Territory. For 2019, 28 investment agreements worth more than 71 billion rubles were concluded and are being implemented in the Stavropol Territory, while almost 12 rubles of investments came to the region for each ruble of state support. Land plots were leased without tendering for the implementation of 28 large-scale investment projects with the creation of more than 2,000 jobs worth 82 billion rubles. Also 8 land plots were leased without tendering with the capital investment of 33,5 billion rubles in 2018.

11 regional industrial parks were also created in the territory of the region with 36.6 billion rubles as a total amount of investments. In relation to these parks, it is planned to create 4 thousand jobs, of which 25% have been created already.

In 2017, they created the territory of the leading social and economic development of Nevinnomyssk on the territory of the city of Nevinnomyssk created, in which 5 enterprises have already become the residents in 2018, the amount of investment in the project made 2.4 billion rubles. They plan to create more than 400 jobs.

As the part of the Action Plan to facilitate import substitution in the Stavropol Territory for 2016-2020, the production of vegetable products in the greenhouse complexes of the region increased by 38.9%, and fruit and berry production increased by 20% in 2018.

2. Problem statement

Supply chain management (SCM) in the mining industry can easily yield significant improvements in regional economy and, therefore, create shared value. Local communities, supply chain partners, and the general public have been increasingly inspecting SCM performance in the mining industry. Currently, there are many points of view on the strategic planning process, each of them has its own characteristics and specifics, but all are similar in one - planning helps the development and modernization of the region. The formulated conclusions can be used by structural units of the Russian Federation constituent entities to improve the strategic planning process.

Domestic economists A.D. Vachugov and V.R. Vesnin define strategic planning as "... a set of specific goals that must be achieved by a certain period. They cover the most

common problems of production and resource distribution development for many years to come and are developed independently in various trends, but at the same time they are subject to a certain hierarchy. By their nature, these plans are close to forecasts" [7].

E.A. Utkin defines strategic planning as "... a special kind of practical activity of people - planned work consisting in the development of strategic decisions providing for the promotion of such goals and behavioral strategies of the relevant management objects, the implementation of which ensures their effective functioning in the long term, quick adaptation to external environment changing conditions" [11-14].

Abroad, the term "strategic planning" was introduced to distinguish it from the concept of long-term planning and to reflect the difference between the planning carried out at the level of organization management as a whole or its independent business units, and the planning at lower levels of management. Among foreign researchers of strategic development and planning, the authors relied on the work of the following scholars: Philip Kotler, Nancy Lee and Eduardo Roberto [2, 3], J. Friedman [4], I. Ansoff [5], D. Cleland [6], R. Martel, and A. Caron [1]. The use of the cluster approach is considered in the publications of the following scholars [5-9].

The research materials can be used by the leadership of regions and large cities to make effective decisions in the field of social management.

3. Research issue

Is the activity of the Ministry of Economic Development of the Stavropol Territory productive in strategic planning of the region?

What problems hinder the economic development of the Stavropol Territory?

4. Study purpose

In February 2019, by the order of the Russian Federation Government No. 207-p, they approved the Strategy for Spatial Development of the Russian Federation until 2025, in which two regional agglomerations - Stavropol and Mineralovodskaya - are assigned to the centers of economic growth of the Russian Federation constituent entities, which should provide the contribution to the economic growth of the Russian Federation from 0.2% to 1% annually (the Strategy for the spatial development of the Russian Federation during the period until 2025 was approved by the order of the Russian Federation Government (February 13, 2019) No. 207-r).

Currently, the Stavropol agglomeration is included in the federal project "Road Network" of the national project "Safe and High-Quality Roads", the amount of funding from the federal budget for this project will make 696 million rubles annually.

Program funding is carried out at the expense of budgets of various levels, funds and extrabudgetary sources of financing:

- federal and regional budgets - 81 billion rubles, or 56% of the total funding for 2018;
- lost revenues of the regional budget - 0.4 billion rubles, or 0.3%;
- Oblast Mandatory Medical Insurance Fund - 30 billion rubles, or 21%;
- overhaul fund - 2.5 billion rubles, or 2%;
- extrabudgetary sources - 30 billion rubles, or 21%.

The Stavropol Territory is assigned to geostrategic territories and makes the part of the North Caucasian macroregion. Such territories have obligations to achieve the ratio of the average per capita gross regional product of geostrategic territories to the average Russian value of 0.7 by 2025. This figure makes 0,4 in the North Caucasus Federal District for 2017, and 0.5 in the Stavropol Territory. In this context, at the federal level, it is necessary to create conditions conducive to the development of the territory as geostrategic.

5. Research methods

The information basis of the study is federal and regional legal acts, statistical data and information and analytical materials of the Ministry of Economic Development of the Stavropol Territory, the articles of leading periodicals, the materials of scientific conferences and seminars, and the thematic pages of the Internet.

The methodological basis was modern general scientific research methods (dialectic method, analogy methods, comparative analysis) and general sociological methods (expert methods, system analysis, structural-functional and normative approaches). Special sociological methods were also used, including the qualitative analysis of documents, the secondary analysis of research results, and survey methods (semi-structured interviews). The work uses the combination of formal and substantive approaches to the analysis of the phenomena under study.

6. Received data

The Ministry of Economic Development of the Stavropol Territory has done a lot of work to improve state programs and increase the efficiency of budget expenditures. The results of the regional state program implementation during the year were quarterly reviewed at the meetings of the Government of the Stavropol Territory, which made it possible to make timely management decisions.

The measures of 17 state programs of the Russian Federation and 4 federal target programs included in them are implemented in the Stavropol Territory, for which the federal budget funds are used in the amount of 16.1 billion rubles.

In the framework of the subprogram "Social and Economic Development of the Stavropol Territory for 2016-2025" of the Russian Federation state program "The development of the North Caucasus Federal District" the agreement was signed (February 14, 2018) No. 370-08-2018-018 for the period until 2025 between the Minkavkaz of Russia and the Government of the Stavropol Territory on the provision of the federal budget of 500.0 million rubles for the implementation of 4 investment projects of the Stavropol Territory with a total value of 2.3 billion rubles, of which 531.9 million rubles are budget appropriations and 1.7 billion rubles are extrabudgetary sources.

As the result of these projects, about 300 jobs will be created, the tax revenues to the budgets of all levels within 5 years after the start of financing will amount to more than 800 million rubles.

In the framework of the state program of the Stavropol Territory "Economic Development and Innovative Economy", the city of Nevinnomyssk was granted a subsidy from the budget of the Stavropol Territory in the amount of 64.0 million rubles for co-financing the design of 6 infrastructure facilities on the territory of the regional industrial park with a total value of 1.3 billion rubles, necessary for the implementation of investment projects.

At the end of 2018, they performed the regulatory impact assessment procedure of 94 draft normative legal acts developed by the regional authorities. Seminars were held for the representatives of local authorities of the Stavropol Territory municipalities on the methodology and new methods for regulatory impact evaluation.

The activities carried out in the field of the regulatory impact of project and expert assessments made it possible to increase the position of the Stavropol Territory in the quality rating of regulatory impact and expertise evaluation in the constituent entities of the Russian Federation formed by the Ministry of Economic Development of the Russian Federation. In 2018, the Stavropol Territory achieved significant results and was assigned to the "Highest Level" of regulatory impact assessment and expertise quality in the constituent entities of the Russian Federation, while in 2017 the Stavropol Territory was assigned to the "Good Level". 36 regions were included in this group during 2018.

As of January 1, 2019, the number of small and medium-sized enterprises in the Stavropol Territory reached 116 thousand, which is 1% higher than the level prevailing as of January 1, 2018.

As the part of the activities of organizations that form the infrastructure for small and medium-sized enterprise support, the following activities are carried out:

- In 2018, the State Unitary Enterprise of the Stavropol Territory "Guarantee Fund for Small and Medium Enterprise Support in the Stavropol Territory" provided guarantees to 85 small and medium businesses. The total amount of guarantees was 837.3 million rubles, which

allowed to attract more than 1.9 billion rubles of credit resources to the regional economy;

- In 2018, the microcredit company "Microfinance Fund for Small and Medium Enterprises in the Stavropol Territory" provided microloans to 437 small and medium-sized businesses. The total amount of microloans issued made 570.4 million rubles. Interest rates for microloan use are set at no more than 7.75% per annum;

- A property contribution in the amount of 32.4 million rubles was made to the non-profit organization "Entrepreneurship Support Fund in the Stavropol Territory", which allowed for the activities of the structural units of the Support Fund: the Entrepreneurship Support Center, the Coordination Support Center for export-oriented small and medium-sized enterprises.

The Center for Entrepreneurship Support is the main information and educational operator to support small and medium-sized enterprises in the Stavropol Territory. The main areas of activity: information and consulting services, educational activities, exhibition and congress activities, as well as the promotion of entrepreneurial activity. Over the entire period of activity, more than 30.0 thousand of small and medium-sized enterprises used the services of the Support Fund, which allowed to create more than 2500 new jobs.

In 2018, the funds from the federal budget and the budget of the Stavropol Territory were raised in the amount of 15 789.79 thousand rubles, including 10 771.30 thousand rubles from the federal budget for the development of the non-profit organization "Fund for the Promotion of Innovative Development of the Stavropol Territory", which made it possible to ensure the activity of the following structural units: the Regional Engineering Center (REC), the Center for Cluster Development (CCD) of small and medium-sized enterprises in the Stavropol Territory, and the regional center of competencies in the areas of labor productivity in the Stavropol Territory.

With the assistance of the REC, more than 220 small and medium-sized enterprises were provided with state support in 2018, including:

- the projects to modernize existing industries were developed for 2 companies with more than 4 million rubles of their own investments in fixed assets;

- 2 express assessments of Enterprise Technological Readiness Index;

- crisis consulting services were provided, identifying current needs and problems for 3 manufacturing enterprises;

- 4 technological audits, 1 environmental audit, 3 financial audits at 8 manufacturing enterprises were carried out;

- more than 95 certification services were provided for enterprises;

- 5 enterprises received consulting services for the protection of intellectual property rights;

- 10 training seminars were held.

In 2018, 2,771.3 thousand rubles were allocated from the federal budget to support the activities of the Center for Cluster Development. Despite such a modest budget, the CCD staff managed to maintain 5 existing clusters: “Chemistry, Biochemistry, Biotechnology”, “Pharmaceuticals and Medicine”, “Agroindustrial”, “Light Industrial” and the cluster “Energy Supply and Building Materials”, and also increased the total number of cluster members to 79 subjects of small and medium-sized enterprises and launch the formation of the 6-th cluster, which will unite the manufacturers of the regional fur industry.

In 2018, with the assistance of the Cluster Development Center, 52 small and medium-sized enterprises received state support. 14 events were organized and conducted including seminars, webinars, round tables, short-term employee training programs, forums and conferences, 157 services were provided, of which:

- 144 services were presented in the form of individual consultations and assistance in the matters of state and municipal support, as well as 13 direct services for small and medium-sized enterprises,

- 7 services in the organization of work to ensure the products of small and medium-sized enterprises that are the members of clusters meet consumer requirements in order to enter new markets (development of common standards) in the form of services for the development and implementation of a quality management system (QMS) in compliance with the requirements of the standard GOST R ISO 9001-2015 and the certification of quality management systems (QMS) for compliance with the requirements of the standard GOST R ISO 9001-2015, the services for the confirmation of product compliance with the requirements of technical regulations of the Customs Union (CU TR), as well as the services for obtaining the declaration of conformity to GOST-R;

- 1 service for information campaigns conduct in the media.

In 2018, the Fund provided services to 54 enterprises of the Stavropol Territory, 26 of which applied for state support for the first time.

Further activities of the CCD and REC in the innovative production infrastructure for small and medium-sized enterprise support in the Stavropol Territory are one of the reference points for the efficient organization of a range of service provision, the provision of services and support measures to small and medium-sized enterprises in the My Business centers, as the part of the federal project “Acceleration of small and medium-sized enterprises”, the subprogram “Development of small and medium-sized enterprises” of the Russian Federation state program "Economic development and innovative economy", and require attention and increased allocation of funds for development.

The total amount of extrabudgetary sources attracted for the services provided by the Fund for small and medium-sized enterprises in 2018 amounted to 1,862 thousand rubles.

In accordance with the Decree of the Russian Federation President No. 204 “On National Goals and Strategic Tasks of the Russian Federation Development for the Period until 2024” (May 7, 2018), the Ministry developed passports for the regional projects “Systemic Measures for labor productivity increase” and “Targeted support for enterprise labor productivity increase” approved by the Council under the Governor of the Stavropol Territory for project activities (Decree Of the President of the Russian Federation (May 7, 2018) No. 204 "On national goals and strategic objectives of the Russian Federation development for the period until 2024")

To implement regional projects on the basis of the Fund in 2018, they established a regional center of competencies in the field of labor productivity.

In November 2018, the Ministry and the regional center of competences together with the Autonomous Non-profit Organization “The Federal Center of Competencies in the Field of Labor Productivity” selected 4 regional enterprises to participate in the implementation of the regional project. The experts of the Federal Competence Center (FCC) organized practical work on the implementation of a regional project at the first wave enterprises (ATLANT Plant PJSC, Shokoland LLC), and work will be launched at the second wave enterprises (Arnest JSC, Baksansky broiler LLC) since March 2019.

They plan to involve 133 large and medium-sized enterprises of the region in the implementation of the regional project until 2024, of which 14 enterprises will be provided with expert support by FTSK resources, and integrated work with 66 Stavropol enterprises will be assigned to the RTSK experts, while RTSK will provide advisory support to 53 enterprises that have decided apply the methods of labor productivity increase independently.

In 2018, the federal budget and the budget of the Stavropol Territory were attracted in the amount of 28,142.22 thousand rubles, including 8,000.00 thousand rubles from the federal budget, for the creation and maintenance of youth innovative creativity centers (YICC), as well as the provision of previously established centers. They supported the projects on the creation of YICC in Zheleznovodsk, Izobilny, Georgievsk, on the development of YICC in Stavropol. Over 20,000 people used the services of YICC for the entire period of activity and more than 150 projects of various fields were implemented: from hours to robots and conceptual models of machines and equipment [10].

At present, a five-year development program for the YICC network is being formed in the Territory, within the framework of which the annual creation of at least 2 new

centers is envisaged at the expense of the Stavropol Territory budget.

38 MFC offices, 243 territorially separate structural units (TSSU) of the MFC, and 5 Business Service Centers (BSC) were created and operate on the Stavropol Territory: 3 centers in the city of Stavropol, 1 center in the city of Mikhailovsk, Shpakovsky district, 1 center - in the city of Mineralnye Vody.

The total number of service windows for applicants at the offices and TSSU MFC is 698, including 21 specialized service windows for business and 9 BSC windows. The share of residents of the Stavropol Territory who have access to receive state and municipal services on "one window" basis at the MFC is 97.47%. The total number of requests to the MFC for 2018 amounted to 2,750,655, the number of services rendered - 1,540,269.

The level of applicants' satisfaction with the quality of services provided at the MFC in 2018 amounted to 96.9% with the normative indicator of 90%, in 2017 this indicator was 94.2%, in 2016 - 92.3%.

The MFC organized the provision of 49 federal state services, 57 state services of the executive authorities of the Stavropol Territory, and also organized the possibility to provide 66 standard municipal services. Besides, the MFC provides 7 services of the "Federal Corporation for the Development of Small and Medium Enterprises" joint-stock company, and the citizens are registered in the Unified Identification and Authentication System [9].

In 2018, the regional budget received income from the state duty for the provision of federal services through the MFC, almost 283 million rubles were received, in 2017 this amount was 254 million, and in 2016 less than 209 million rubles.

The result of the events was the stabilization of the foreign trade turnover of the Stavropol Territory at the level of 1.7 billion US dollars per year and the creation of preconditions for its growth at the level of 3.3%. The export of regional products amounted to 1.07 billion US dollars in 2018, growth made 6.9% in relation to 2017, the imports in 2018 amounted to 640.9 million US dollars, the decrease of this indicator made 2.2%.

Before they describe the main problems of strategic planning in the Stavropol Territory, it is necessary to analyze the results of the strategy implementation, which was adopted for the period until 2020. For this, we present the comparative analysis of the planned indicators for 2020 and their actual implementation as of January 1, 2019.

Table 1. Comparative analysis of planned and actual key indicators of socio-economic development strategy implementation for the Stavropol Territory during the period until 2020

Indicator	Planned value for 2020	Actual state by 01.01.2019	Deviation
1	2	3	4
Coverage of children (age: 3 years - 7 years) with various forms of preschool education, %	100	81,9	-18,1
The share of the population systematically engaged in physical education and sports from the total population of the Stavropol Territory, %	24,0	42,5	18,5
Unemployment rate (according to MOT methodology) on average per year, %	4,8	5	0,2
Life expectancy, years	75,0	75,45	0,45
Total fertility rate (births per 1000 people)	12,9	10,5	-2,4
Real incomes of the population in relation to the level of 2008, %	160,0	118,6	-41,4
The share of the population with incomes below the subsistence level, %, no more than	13,2	13,5	0,3
The ratio of the average size of the granted pensions and the living wage of a pensioner, times	3,0	1,7	-1,3
The delivery of residential building total area per inhabitant, sq.m.	1,0	0,33	0,67
The total area of residential premises per inhabitant on average, sq.m.	30,0	24,7	-5,3
Consumer price index, %, no more than	110,0	104,5	-5,5
The volume of shipped goods of own production, work and services performed on their own by the type of processing industry economic activity, billion rubles	355,9	290,3	-65,6
Percentage of innovative goods, works and services in the total volume of shipped goods of own production, works performed and services rendered by own forces, organizations of industry and services in the Stavropol Territory, %	21,5	8,5	-13
The proportion of organizations involved in innovation from the total number of organizations surveyed, %	10,5	5,5	-5
The index of physical volume of investments in fixed assets, % to the previous year	91,3	102,4	11,1
Index of physical volume of investments (fixed assets) in agriculture, % to the previous year	110,9	105,9	-5
The growth of agricultural production in farms of all categories (in comparable prices), % to the previous year	101,4	92,7	-8,7
The share of processing industry	19,0	15,5	-3,5

in GRP, %			
The share of settlements provided with drinking water of good quality, %	100,0	98,7	-1,3
The share of leaks and unaccounted water consumption in the total volume of water supplied by the network, %	18,0	32,3	4,3
The share of heat energy losses in the total volume of heat energy supply, %	7,5	15,8	8,3
Depreciation level of utility infrastructure, %	50,0	68,1	18,1

Let's consider the main disadvantages of strategic planning for the regional development, which are also characteristic of the Stavropol Territory:

- the uncertainty of the methodological approach to the socio-economic development of the region;

- the shortcomings in the organizational support of the strategic planning process, which consists in the fact that even the most advanced experts and consultants cannot form a development strategy for a specific territory without knowing all its features. This also includes the wrong approach of using the services of external consultants when the hired experts are not correct or the goals and objectives of the desired strategy are not clearly indicated. This problem was identified in the process of developing the initial version of the development strategy of the Stavropol Territory until 2035, when external experts were involved in its development;

- the absence of a strategic planning contour at the level of municipalities of the Stavropol Territory, the strategic documents of which should not contradict the development strategy of the region;

- the absence of strategic representations in relation to the future state and development of the region in the development of a strategy for the Stavropol Territory until 2020, which led to the loss of focus in the strategic planning process. The document was more declarative in nature, defining the general vectors of regional development, and did not imply real actions and specific tools. In this context, the presence in the new strategy, designed for the period up to 2035, of strategic thinking and a clear understanding of the desired state of the region by the experts involved in the development of a regional strategy is important for the region;

Thus, these problems affect the quality of strategic planning for the development of the territory and do not allow the formation of a high-quality document that meets the needs of the region, does not fully reveal the potential of the territory, and implements the dynamic development of the region in accordance with the goals and objectives.

7. Conclusion

SCM in the regional industry can easily yield significant improvements in regional economy and, therefore, create shared value. Local communities, supply

chain partners, and the general public have been increasingly inspecting SCM performance in the industry. Across many industries, traditional SCM is getting more and more complex. This is true of the mining sector as well. However, this increased sophistication is not directed towards increasing shared value for all stakeholders, particularly, the local communities. As for the possibilities of the strategic plan implementation for the development of the Stavropol Territory as a geostrategic territory, in order to achieve the goals and objectives set for the region, it is necessary to create certain conditions formed at the level of the Russian Federation, for which it is proposed to introduce a number of initiatives from the Ministry to the Council of the Federation, the Embassy and the Ministry of Economic Development of the Russian Federation concerning the economic development of the Stavropol Territory and the Government of the Territory into the action plan being developed to implement the strategy.

1. To achieve the goals of national projects, we consider it is expedient to increase funding from the federal budget for the entities that are the part of geostrategic territories and during intergovernmental transfer distribution, including the subsidies between constituent entities of the Russian Federation, apply increasing coefficients for geostrategic territories in the range from 1.3 and higher.

2. The distribution of federal state support is currently declarative. At the same time, a number of requirements should be fulfilled for the constituent entities of the Russian Federation and municipalities, including the availability of design estimates, for the creation of which the constituent entities of the Russian Federation and municipalities often lack budget funds. It is proposed to introduce the possibility of co-financing the measures for the development of design estimates from the federal budget for geostrategic territories, including the Stavropol Territory.

3. It is also proposed to allocate additional funds from the federal budget for the modernization of communal infrastructure, the depreciation of which has reached more than 60% in the framework of federal projects. The infrastructure of the Caucasian Mineral Waters deserves special attention in this area, on which the additional burden of vacationers rests.

4. A number of expenditures of a specific nature that were not included in national goals and priorities, for example, the cost of relocation from dilapidated and emergency housing in the countryside, prevention of emergency situations, and others, but which affect the achievement of national goals, should also have allocated federal budget limits for geostrategic territory financing and be included in the relevant state development programs of the North Caucasus Federal District.

5. It is also advisable to combine territorial and sectoral principles in the state program of the North Caucasus Federal District. The current approach does not

allow the state development program of the North Caucasus Federal District to be considered a full-fledged tool for the integrated development of the constituent entities of this macroregion, since only a part of the expenses is reflected in this state program, and a part is reflected in the structure of state sector programs of the Russian Federation. The region may come up with the initiative to present all federal budget expenditures in the state development program in the form of an analytical code with mandatory binding of expenditures to responsible executives - federal executive bodies, declared goals of national projects, indicating the share of federal budget expenditures attributable to the subject, for one or another field.

6. Guaranteed preventive expenses are needed from the federal budget for the elimination and prevention of emergencies, landslide measures, flooding, so that there is no need to restructure the regional budget in the event of such situations, reducing the cost of the regional development and the Strategy implementation.

Thus, the proposed measures will increase the effectiveness of supply chain strategy in the Stavropol Territory and the quality of the measure implementation presented in strategic documents.

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