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## Strategy and possibilities of the program-target approach in regulation of regional economic development

*The article discusses possibilities of application of the program-target method in regulation of regional development. It is shown that elaboration of economic strategies is based on the same approaches, adapted to the long perspective conditions. There are given stages and some program arrangements of the Strategy of socio-economic development of the Murmansk region for the period to the year of 2025.*

*Regional development, targets, program, forecasting, program methods, economic strategy..*



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An important part of improving the regulation of the economy is the development of integrated solutions of large economic, social, environmental, scientific, technical and other problems of national, intersectoral and regional importance and the use of a policy approach to solve them. Development of special-purpose integrated scientific, technical, economic and social programs, as well as programs in individual regions, which reflect the basic content of the economic policy to solve the most important problems of economic development of Russia as a whole and the regions is of great importance for explanation of socio-economic development, measuring the impact of forecasting the economic development and identifying conditions under which the effective interaction of social and economic activities are ensured [1, 2, 3].

It should be noted that the term “program” has existed for a long time in the national economic literature, including the period of administrative economy, meaning a plan of designated activities, works. Plan as a concept is scheduled for a certain period work with indicated goals, content, volume, methods, sequence and due date.

The term “program”, starting with the first five year periods, was also used in the sense of “a large section of the national economic plan”. In theory and practice of planning the concept of “program” was used in another, relatively more narrow sense, close to the modern interpretation of the special-purpose integrated programs. In this case the program refers to the development of ways and means to solve any major, but relatively well-defined tasks within a given period of implementation.

In the literature there is a sufficient number of definitions of a program, different in parts of the wording. It seems that the following definition fully reflects the essence of the program: "... program – is tied to resources, performers and timing complex of socio-economic, industrial, research, organizational, economic and other tasks and activities aimed at implementing the regional problem with the most effective means" [4, 5]. Taken under the regional program the set of linked in time and space activities, ensuring the development and deployment of productive forces of a certain area, cover all the aspects of the cycle "production – nature – people" [4, 5].

A sufficient number of works by Soviet and foreign authors is devoted to the problem of formation of the goals for socio-economic systems, including the purposes of implementation of federal and regional programs. Without the task of discussing this issue, we will focus only on some approaches to its solution.

Federal and regional target programs are one of the main forms of state regulation of territorial development. Implementing them the state carries out selective support to regions, accelerating development in these priority sectors, encouraging entrepreneurship, export potential and the solution of a complex of issues that have a significant impact on the economy of this region and Russia as a whole.

These programs are designed for a limited number of regions that are particularly important and sometimes have geopolitical significance for the whole of Russia, and aimed to solve such problems of the federal level which the region, companies and agencies situated in it are unable to solve. Federal programs are financed not only from the federal budget, but also from local budgets, through bank loans, foreign investments, funds of enterprises, organizations, business organizations, etc.

In this approach in contrast to the practice of sectoral planning, which was formed and was prevailing during the planning-controlled economy, the goal of program-oriented development does not include quantitative indicators

of sector development, a type of production, socio-economic or environmental situation but complex problems, achievement not of intermediate but definite, ultimate from the viewpoint of all-Russian needs of the result ensured by different activities.

The development of a program concept, that examines the conceptual foundations of a program, defines the purpose and goals of scientific and practical study of a problem under consideration, developers of a program are also determined, the timing of its implementation, its funding and its sources, may precede the development of a target program.

Target programs are developed to decide the most important issues which determine the key directions of economic development of the country and its regions. They are distinguished by:

- ▶ pronounced target character as the development of programs is strictly targeted to complete solution of any particular problem;
- ▶ high level of complexity (complete functions necessary to achieve goals of a program, intersectorial links) which is reflected in attracting different branches, departments, executive authorities to solutions of problems covered by the program;
- ▶ individual, not necessarily coincident with the accepted forecasting period, time horizon.

As to the content target complex programs can be divided into following ones:

- socio-economic, aimed at solving problems of development and improvement of economic potential;
- scientific and technical – for development of scientific research, problem solving of design and implementation in practice of new machinery and technologies;
- industrial, aimed at increasing the production of certain goods (and services), development of new types of production, more efficient use of resources;
- regional, the main task of which consists in the economic development of new areas and research of directions and opportunities for

optimal use of natural-resource potential in these areas, transformation of the economy in already formed regions and formation of new regional and industrial complexes;

- environmental, intended to implementing environmental and nature-changing projects;
- institutional, aimed at improving the organization of economic governance systems.

The program of socio-economic development of the region over the medium term can develop the following issues:

1. Justification of the need to develop the program.

1.1. Socio-economic situation in the region.

1.2. Main problems of socio-economic development.

1.3. Preconditions available to the region to solve key issues of the socio-economic development.

1.4. Development opportunities.

2. Goals, objectives, period of program implementation.

3. Organization of program development and monitoring of its implementation.

4. The system of program activities.

4.1. Program activities.

4.2. Mechanism for coordination of activities carried out by federal, interregional and regional programs.

5. Program resource support.

5.1. Resource support of program activities.

5.2. Program resource support implemented in the region.

6. Mechanism and stages of a program.

7. Evaluation of effectiveness, socio-economic and environmental impacts of a program.

7.1. Expected socio-economic results.

7.2. Effectiveness of a program.

7.3. Eco-efficiency.

7.4. Socio-economic security.

The methodology of program-target forecasting and management is aimed primarily at improving the processes of the national economy at both the federal and regional levels, and its implementation is very much linked

with the problems of improving the organizational structure, ensuring effective operation and management of economic complex of the country.

The program-target planning and management, based on selecting the most effective directions for science and technology policy and industrial structure in conjunction with the complex socio-economic goals of the country, becomes an important factor in improving economic management in conditions of market economy development of the country. The use of program-target approach requires further development of the organization process for compiling the most important for Russia's economy programs of economic and social development both for individual regions and sectors of the economy, and the most important scientific and technical problems [4].

The use of program-target methods in the management of the economy contributes to the improvement of various aspects and areas of economic growth and national economic security:

- long-term horizons expand through substantial increase in the economy of the country of the role of new technological and economic elaborations, development and implementation of variant projections of economic development;

- combination of target dimension with sectoral and regional aspects is elaborated;

- balance and proportionality of economic development increase, since its purpose is fully linked with the possibilities of their implementation;

- elements of optimizing predictive elaborations increase through the development and use of economic criteria for the effectiveness of various large-scale elaborations (activities) and more accurate assessment of their social utility;

- overall social direction of program development increases through better calculation of social consequences of made decisions.

There are three main stages of implementation of a program:

1. Managing the development of a program.
2. Program management and elucidation of possible contradictions between developers, participants of implementation of a program; appointment of arbiters to resolve conflicts that threaten with frustration of timing and scheduling of program implementation, dispensation of continuous monitoring.
3. Adjustment of a program. After completing the first stage of a program it is necessary to clarify the next stage adjacent to the period of implementation, as well as identifying of organizations implementing adjustment of programs (scientific organizations, the administration of regions and departments, etc.).

Target development program of all socio-economic complex of the region for the long term is based on a scientific strategy that identifies major areas of economic growth and the most complex and critical problems that create crisis situations in various activities. The goals of the regional complex strategy should within a certain period create conditions and achieve concrete results in matters of economic recovery and overcome the negative impact of crisis processes, that ultimately should provide sustained improvement in quality of life.

The special role of forecasts should be noted in setting of goals and results of implementing the strategy. Thereupon, taking into account the role of forecast indicators, we note that regional target programs, as the main mechanism for specifying strategies, are essentially a symbiosis of elements of the forecast of economic and social development and a set of investment projects and activities.

Regional strategies of socio-economic development are based on the unified methodology adopted by the entities of the RF solutions and defined by the Ministry of Regional Development. Scientific organizations are usually involved as program developers. For instance, the Council for the Study of productive forces developed a strategy for the regions of the Far East and Transbaikalia, Siberia and others in the form of federal programs for economic and social development, which in total covered

more than 4/5 of the territory and 25% of the population, considering all the regions of the RF as an object.

Regional strategy is the document that takes into account the combination of different interests, which are expressed through the territorial division of labor and inter-regional integration, the disparity between local features of economic and public needs, governance structures at various levels. The implementation of regional programs, which are science and resource intensive, requires the involvement of major financial and human resources. In this context, justification of investment priority according to the economic efficiency (high profitability and payback) projects under development, capital intensity of new industries or renovation of old ones, compliance with the market situation (the nature of supply and demand).

We have already noted that as one of the most important means of effective governance of regional production complexes the target program method was used earlier in the previous socialist period of Russia's economy. Moreover, Western scholars themselves in the methods of regional programming borrowed a lot from the methods of socialist management. Departure from the rigid-directive system of economic management has led to the strengthening of the role and importance of program-target method, not only as a guideline, but as a multivariate non-rigid approach to determine a strategy. Strategies become one of the central key ways of managing regional development. Thereupon the importance of a new trend of the regional economic science – a regional diagnostic – increases. It is intended to determine the status of the region, to detect “regional disease”, “pathology”, pain points and bottlenecks.

Selection of issues for program development and implementation at the federal or regional levels should proceed from:

⇒ their special significance for the implementation of major structural changes and effectiveness increase of the development

in specific industries and regions, education and social services, ensuring of environmental management and environmental security;

⇒ limited time for problem solving and the need for concentration of resources;

⇒ interconnection of activities (tasks), ensuring purposeful management of intersectoral linkages involving technology sectors and industries.

The correctness of a chosen target program, the possibility to define the problem are the prerequisites which are necessary for the concentration of forces and resources on solving the fundamental problems to be solved in specific time constraints. It is important when describing the problem to determine the status of its program, the nature of the problem – industrial, intersectoral, regional or interregional, if it is yielded to be solved at all. The clarity in selecting an object is also necessary, and the main criterion of selecting an object of program solving will be the adequacy of this object to the formulated goals. The object is something that should change when you reach the program goal. An important factor to justify the allocation of resources of federal and regional budgets for target program solving should be the forecast of consequences of its (decision) rejection. Two aspects of this issue should be taken into account:

a) figure losses that occurred by the time of the program development;

b) identify the probability of damage increasing in the future.

One of the main methodological problems to be solved during the preparation of the strategy is the focus of all its developers on the general scheme of program activities and assignments study. The supporting stands of such a scheme could be the following factors. Firstly, to ensure maximum compliance of the planned measures to the purpose (goals) of a program. Secondly, a rigid selection of events, fixing the beginning and especially the ending of each assignment. And the final event should correspond at most to the goals of the strategy. Thirdly, determination of volume variants,

sources and funding arrangements, possible changes in overall financial conditions should be taken into account (price movement, inflation, interest rates), inefficient financing, limited scope and reallocation of finances among the projected activities, etc. Fourthly, the appointment of individuals responsible for the implementation of tasks and forms of control. Monitoring of financial activities is especially important, because in free price conditions the range of abuses and ineffective decisions extends, which are relating to both unprofitable acquisition of material resources, and financing of executors.

Regional range of problems in relation to its socio-economic orientation has some peculiarity, which is linked to a measure of propriety for the costs and ensuring of the achievement of expected results. Such assessments, of course, are forward-looking and very conditional in unstable economic situation. Therefore, in this situation it is acceptable to use expert estimates, which are calling to predict and assess effectiveness of the proposals of the program developers.

The effectiveness of the strategy means, firstly, the direct cost-effective solution of tasks on basis of the implementation of included tasks. Secondly, – the effectiveness of the proposed concrete mechanisms those promote the effectiveness of program development (incentives, benefits, etc.). Thirdly, – the effectiveness (or cost savings) of costs of a program variant in comparison with the period before the development and implementation of the strategy.

The effectiveness of the regional strategy should be treated first as a measure of compliance with its expected outcomes of the goal. Secondly – as the degree of approximation to it. Thirdly – as a direct positive impact on social, economic, demographic and ecological situation in the region, as well as the determinative parameters of socio-economic development.

It should be noted that in assessing the effectiveness it is very important to express qualitative and quantitative values of a goal and in some cases – and goals specifying it, in particular, to estimate differentiated and

concretized effectiveness of programs, what, of course, is very problematic in the current context of financial instability.

The systematic approach should be the basis of the methodology to develop integrated federal and regional programs of socio-economic development of regions, and in particular of the northern regions of Russia [3, 6].

Under the system approach the region is considered, on the one hand, as a part of the entire economic complex of the country, which is in all its components closely linked economically with other regional economic systems, and on the other hand as a multiple single complex, consisting of industry (fuel and energy, metallurgy, forestry, transportation, etc.) and territorial (in the scale of a region, industrial site, etc.) subsystems. The method of system analysis, based on the theory of systems, provides an opportunity to assess the diversity of external and internal communications in the region: on the one hand, the connections between socio-economic goals and goals of economic complex and necessary for their implementation pace and scale of development, restructuring of production and, on the other hand, hierarchical connections in the economic complex of the region, between its branch and territorial elements of different levels.

For practical use in the study of economic problems and the development of integrated strategies for economic and social development of regions for the medium and long term, especially until 2025, it is possible, in our view, use the following scheme of stages of systems analysis: formulation of the problem, setting goals, gathering information; elaboration of options and scenarios of development, selection of options and scenarios, making a model in the form of programs or scenarios, designing of business plans.

Tools of system analysis may be the following methods: the method of scenarios, the method of expert evaluations, diagnostic methods, graphical methods – the method of a tree of goals, matrix methods, network methods; quantitative methods – methods of economic

analysis, morphological methods; statistical methods, software techniques – cybernetic models, descriptive models, standard operating model. The method of scenarios is the primary tool of the ordering problem, a means of collecting information on the relationship of a problem with other problems and the probability of future development directions of the problem [7].

Scenarios can be used at various stages of system analysis, but mainly at the stages of problem analysis, forecasting and analysis of future conditions. The main method of system analysis is the method of a tree of goals, the basic tool to link the goals of higher level with specific means of their achievement at the lowest level. Network methods are the most visible and convenient means of reflection of processes dynamic in time, their analysis and planning with the inclusion of elements of optimization.

The system approach to developing long-term integrated regional programs can detect the relation of cause and effect (determining) and random (probabilistic) factors. The first ones are defined by quantitative evaluation of structural, technological and territorial shifts in production. The second ones are conditioned by a lack of reliable source data for the calculation in an era of changing economic conditions and financial instability, diversity and uncertainty of natural and economic conditions of the transition.

In developing strategic directions of the socio-economic development of a region and sustainable economic growth of economic complex it is necessary to study critical factors and conditions, the combination of which has and will have determining influence on the solution of economic and social problems of regions. These factors, as it was already mentioned, are the natural-climatic complex, industrial-technological system, labor, foreign economic activity, fiscal security, etc.

Evaluation of the prerequisites and the potential development of a region is carried out at the first stage of prediction and can include:

- assessment of natural resources (mineral and raw, land, forest and water resources);
- assessment of productive capacity (availability, status and nature of the reproduction of master production funds);
- assessment of financial capacity, including financial resources, remaining in the region and sent to the federal budget and off-budget funds;
- assessment of demographic and labor potential;
- assessment of the investment potential;
- assessment of scientific and technological capacity;
- assessment of export potential and competitiveness of staple industries and major enterprises.

Development of the regional strategy is also a complex multistage process that involves great number of operations of forecast-analytical and project nature and large number of feasibility studies and calculations that are performed in accordance with the content, structure and stage of the program development.

The modern concept of the development process can define five main stages, differing in tasks they face, in terms of reliability and accuracy of information, in the breadth of issues: setting of strategy goals, the formation of the complex goals which will be realized, development of program design, identification of resource provision for the implementation, creation of Management System in program control. These stages correspond to the elements of the forecasting process, and decisions made on each of them, are closely interrelated and the order they are listed corresponds to the order, in which the speculating of problem solving usually starts.

Formation of the development goals of any system is responsible and difficult stage. The goals define the content of the basic functions of management, the choosing of the method of management structure of a system and a program in general. Creation of the hierarchical

structure of goals and quantitative assessment of their significance are the information base for the next stage.

In terms of information provision of a problem solved in the first two stages of development, there is predominantly qualitative information regarding future events, phenomena and objects. A considerable amount of quantitative information provides a retrospective analysis and analysis of the current state of economic development of territorial-production system. If we are talking about the system of a pioneer type, the quantification of retrospective information can not be widely used in solving problems of prediction.

During the design stage of the strategy structure the whole set of measures is determined which are ensuring the establishment and functioning of the system of goals, and the most preferable among them are selected.

Goals to be solved at each stage of development may apply to different types of projection. The goals of the first and second stages can be attributed to the search (research) forecast, which should identify what the possible results of future development of the object of forecasting are, what results are desirable and necessary. The goals of the third stage belong to the normative prediction aiming at identifying ways to achieve the final result, defining the period of time required to implement each option and determine the degree of confidence in successful obtaining of a result on one or another variant of development. The goals of the fourth and fifth stages belong to organizational forecast, which should answer the following questions: what the financial, logistical and human resources are necessary to achieve the identified goals and how can they be obtained? Which set of organizational and technical measures will be required to implement the selected (possible) options?

The methods used at each stage should be adequate to the aims and goals of the stage. When choosing a method of forecasting it should be based on such requirements as:

- practical applicability of the method (simplicity, adequacy, etc.);
- cost of using the method;
- output, which the used method gives (the obtained information ensures effective decision making);
- reliability of the method (high probability of predictable outcome);
- ability of the method to determine the general direction of the process.

Apparently, the basic requirements for the methods related to information support for strategy development, and in particular for compatibility, reliability and completeness of the information received.

Most currently judgement methods are used and, apparently, this trend will continue in the near future. The judgement method, involving the use of opinions, judgments, and experience of specialists (experts) for a wide range of issues, is applied when certain formal methods can not answer the formulated questions, where the relationship between processes and phenomena is still not clear, not only, but merits of the issue. However, this method gives good results only in combination with statistical and extrapolation methods and software techniques. So there are forecasting systems, based on expert surveys. The method is promising, when it is combined with the software techniques, where the model serves as an analogue (imitation) of the object, resulting in an object that appears in the form of softwares and the experiments with this model are carried out with using a computer in the indicative mode (i.e. the mode when the experts dialogue with of this model actively).

The need for a combination of methods can be explained as follows:

- existence and interaction in the economic reality of various kinds of systems and subsystems with different degrees of complexity, scale, certain conduct, character development, etc.;
- complexity of the forecast process of the behavior of the economic system;
- aiming planning to improve the socio-economic efficiency of the system, etc.

Comprehensive analysis of features, basic problems of socio-economic development of the Murmansk region, taking into account of internal and external factors, challenges of its long-term development, including those ones associated with globalization, competitive advantage and competitiveness have allowed to define the following strategic goals and prioritization of innovative social-oriented development of the region within the target scenario.

The general purpose is the growth of human potential and quality of life of the Murmansk region on the basis of its innovative, sustainable social, economic and environmentally balanced development that provides the status of the area as a competitive region, the home-base center of the Russia's European north and the Arctic, with the quality of life at the level of standards of Northern Europe.

According to the general purpose the priorities of socio-economic development of the Murmansk region in the long term will be:

1. The development of human potential, improving the quality of life.
2. The improving of the economic competitiveness.
3. The formation of effective institutions for development of the region.

In developing strategies program target measures were divided into two stages. At the first stage (years of 2009 – 2013) consequences of the global financial crisis are overcome, the necessary conditions are created and the mechanism to accelerate innovation is established, and at the second stage (years of 2014 – 2025) the technological level of the industrial complex and infrastructure are considerably increased, the progressive increase in added value and strengthening of the social orientation of the economy are ensured. The stages under consideration differ in the conditions, factors and priorities of economic dynamics.

*The first stage* is based on anti-crisis measures and the application and enhancing the competitive advantages available to the region in the “traditional” sectors – mining and

fishing industry, transport, energy. Anti-crisis measures include cost optimization in all areas, including the reduction of management costs and the “freezing” of investment programs, and a set of measures to maintain employment. At the same time system conditions and technological reserve will be created, which lead to providing a significant increase in growth and quality characteristics of the socio-economic environment.

The main program activities of the first phase include:

- increased cooperation between state authorities and municipalities in the region with the leading domestic companies in the implementation of major projects, including the using of the resources of the RF Investment Fund and the mechanism of special economic zones, as well as production sharing agreements;
- expanding of the conditions and incentives for innovation and investment, including in parts staff education; organizational activities for the establishment of the Arctic State Research University, development of the transfer center and industrial park in Apatity, technological center of Moscow State Technological University n.a. N.E. Bauman (MSTU), experimental-industrial park in the village of Alakurtti, etc.;
- formation of new high-tech producing industries, including mining and processing enterprise on the base of the deposit of apatite-nepheline ores “Oleny Ruchey”, mining and metallurgical enterprises on the basis of the

deposit of ilmenite-titanium-magnetite ores “Southeast Gremyakha”, chromite mining and processing plant based on the Sopcheozerskoe deposits and ore mining and processing company based on the deposits of platinum group metals “Fedorova Tundra”;

- completion of preparations for the start of large-scale development of hydrocarbon resources of the Western Arctic, including the creation of the necessary shore infrastructure and transport and logistic systems for the supply of gas for domestic and foreign markets.

*Table 1* shows the target macroeconomic indicators of the first phase of the development strategy of the Murmansk region.

*The second stage* (years of 2014 – 2025) will be characterized by a synergistic effect of earlier measures to increase investment attraction and strengthening of the innovation factor in the economy, create new industries for the processing of hydrocarbon raw materials, increase the budget of social security and attractiveness of the region.

The main priorities of economic policy at the second stage are:

- ↗ based on the activities of the first stage, including the organizational and legal, ensuring of the high mobility of resources, the full overcoming of limitations of production infrastructure, including energy and transport networks;
- ↗ implementation of coordinated international, including cross-border, industrial cooperation in obtaining products with high added value and its movement into global markets;

Table 1. Target macroeconomic indicators of the first stage of the development strategy of the Murmansk region

Target indicators	2013 to 2007, in%
Growth of gross regional product	130 – 131
Productivity growth	133 – 134
Reduction of energy intensity of GRP	92 – 94
Increased investment in fixed assets	140 – 150
R&D expenditures at the end of the period, % of GRP *	1.1 – 1.2
* In 2007, R&D expenditures are estimated at 1.1% of GRP.	

Table 2. Targeted economic indicators of the second stage of the Strategy for the Development of the Murmansk region

Target indicators	2025 to 2013, in%
Growth of gross regional product	250 – 270
Productivity growth	280 – 300
Reduction of energy intensity of GRP	80 – 85
Increased investment in fixed assets	230 – 250
R&D expenditures at the end of the period,% of GRP	2

⇨ modernization and expansion of the capacity and the bandwidth of the regional power supply system, providing electricity to all the sectors of the economy, taking into account the implementation of new large-scale projects;

⇨ system development of the Murmansk traffic centre, bringing sea-borne freight turnover to 50 million tons per annum as minimum (excluding offshore transshipment complexes), including general cargo to 1 million twenty-foot equivalent TEU;

⇨ completion of a high-tech complex for the extraction and transportation of hydrocarbons in the Shtokman deposit, its processing into liquefied natural gas and promotion to major world markets, primarily to North American one (NAM);

⇨ establishment of special technological innovative zones for liquefaction technologies and natural gas processing, including as a base object during the development of the Yamal deposits (including offshore deposits), with subsequent transformation into the cluster of competitiveness of the profile.

*Table 2* shows the principal economic indicators for the second stage of the Strategy for the development of the Murmansk region.

The goals of the public authorities of the Murmansk region to enhance the positive factors and counteract the emerging challenges will be focused on the organization of purposeful and long-term cooperation with business, as well as the implementation of a set of measures to mobilize civil society. In order to transition to innovative social-oriented development in

relations with the subjects of entrepreneurial activity the strategic goals of the region can be formulated as follows:

- protecting the interests of the Murmansk region in the RF Government, ministries and departments, including through participation in the Federal Assembly of the State Council of Russia, the Inter-Parliamentary Association, the Public Chamber; enhancing the participation of the region in the federal target programs, national and the State Investment Fund projects, etc.;

- reducing the number of administrative barriers in all spheres of economic activity, active opposition to the conditions and facts of corruption;

- creation of conditions for entrepreneurship and competition, activation of self-regulatory mechanisms of the business community;

- active work of state bodies of the Murmansk region, together with interested corporations and companies to lobby for the interests of the region's economy to the Government, domestic and foreign organizations;

- forming of conditions for large-scale creation of new private enterprises and companies in all sectors of the economy, with businesses working together to improve the social status and significance of entrepreneurship;

- intensification of the participation of the Murmansk region in the fields of business development related to infrastructure and social sphere, with the creation of equal conditions for competition in those areas where, along with state private companies function;

- maintenance of economic stability and investment attractiveness of the region;
- development of public-private partnership aimed at reducing business and investment risks, particularly in the areas of research and development, spreading of new technologies, development of transport and energy infrastructure;
- supporting of business initiatives to participate in the development of social and human capital;
- active support for regional companies in cross-border activities and resource management on the Arctic shelf, the protection of business interests in case of violation of his rights;
- intensification of business community participation in the preparation of decisions of public authorities of the Murmansk region associated with the regulation of the economy.

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