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Modern Tools for Sustainable Development of Territories. Special Topic: Project Management in the Regions of Russia

FOCUS-METHODOLOGY OF DEVELOPMENT OF PROJECT MANAGEMENT IN THE REGIONS OF RUSSIA

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Abstract

The article is devoted to the study of approaches to the formation of a focus methodology for the development of project management in the regions of Russia. The basis of the development of the project management focus methodology is the strategic goal-setting method, which allowed producing the dichotomy of strategic goals in the interconnection of such basic goal-setting concepts as development focuses; strategic goals; strategic objectives; analysis and evaluation of data sets using predictive analytics methods; ranking of projects in the regional management system; implementation of projects in accordance with the focus of development; monitoring and control over the implementation of projects. The approbation of the focus methodology of project management on the example of the municipality of Sudak in the Southern Federal District of Russia is given. The proposed interconnected system of focuses, strategic goals and objectives is the basis for determining strategic measures of the socio-economic development of the municipality. Taking into account the identified trends in the socio-economic situation of the Sudak municipality in dynamics, as well as the annual seasonality of demand for tourist and recreational services, a conclusion was made to implement Chatbot technology in order to organize the effective operation of the municipal contact center. Based on the justification of the advantages of implementing Chatbot technology, it was concluded that Chatbot technology will increase the efficiency of the implementation of design solutions, but it requires a high level of AI-competencies in the development and maintenance of the corresponding platform.

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Keywords: Development focuses, focus methodology, goal setting, project management, region.



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1. Introduction

Ensuring systemic stability of the Russian economy is largely determined by the effectiveness of the implementation of national projects, which directly influence the changes in approaches to project management at the regional level. In world practice, the results of scientific research on the analysis and evaluation of the relationship of project activities and sustainable development of entities at various levels of management are widely known. A number of researchers dwell on project management based on project life cycle management (Bonnal, Gourc, & Lacoste, 2002; Dingle, 1997; Du Toit, 2004; Kliem, Ludin, & Robertson, 1997; Lopes & Flavell, 1998). As Labuschagne et al. rightly note it is sustainable management of the project life cycle that will achieve the goal of sustainable development of the subject (Labuschagne & Brent, 2005).

Along with the dominant approach to project management based on project life cycle management, it is important to analyze the practice of project management based on public-private partnerships in the development of territories. As researchers Herrero and Jiménez (2019), Jiménez, Salvaj and Lee (2018), state besides the successful implementation of public-private partnership projects in the EU countries, a clear distribution of responsibilities between the strategic stakeholders of the project is of great importance in order to minimize financial and reputation risks.

The implementation of large-scale projects in the modern digital economy is accompanied by a high degree of uncertainty. Taking into account the growth of big data arrays in project activities, it is important to select and justify the relevant mathematical tools for data processing, which will allow managers to make more objective management decisions. Among the most reliable data analysis methods in project management various classification methods should be distinguished – neural networks, discriminant analysis, quadratic discriminant analysis (QNA), k-nearest neighbor method (KNN), polynomial logistic regression analysis (MNL) (Chou, Cheng, & Wu, 2013; Malhotra, Sharma, & Nair, 1999; Yu, 2011). As Apenko and Fomina (2019), Sidorov, Lazareva and Starun, (2019) note a major challenge for municipal entities is the management of large amounts of data during the simultaneous implementation of several projects.

2. Problem Statement

The study is based on the problem of effective project management in the regions, the solution of which is directly related to ensuring Russia's breakthrough in the scientific and technological field.

3. Research Questions

The formulated problem predetermines the range of research questions related to the formation of a focus methodology for the development of project management based on the definition of strategic goals, evaluation of data sets using predictive analytics methods, projects implementation and institutional monitoring of their implementation.

4. Purpose of the Study

The aim of the study is to develop the foundations of a focus methodology for the development of project management of the strategic development of the entity on the example of a municipality of the Southern Federal District of Russia.

5. Research Methods

The formation of the project management methodology is based on the application of the following methods and approaches: systematic approach; strategic goal setting method; strategic analysis method; conceptual provisions of the theory of stakeholder management; focus grouping method; method of economic comparative studies.

The development of project management tools for the region is a complex scientific and practical task that can be solved by the joint efforts of senior management at the regional and municipal levels, as well as by prominent scientists in the field of regional management. By the Decree of the President of the Russian Federation "On National Goals and Strategic Tasks of the Development of the Russian Federation for the Period until 2024" dated 05.07.2018 No. 204, the priority areas for the development of Russia were identified: 1) demography; 2) healthcare; 3) education; 4) housing and urban environment; 5) ecology; 6) safe and high-quality roads; 7) labor productivity and employment support; 8) science; 9) the digital economy; 10) culture; 11) small and medium enterprises and support for individual entrepreneurial initiatives; 12) international cooperation and export.

The strategic role of the regions is to form the focus of development on the basis of fulfilling tasks in ensuring the achievement of national goals and strategic objectives of the development of the Russian Federation. In accordance with Article 3 of Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation" strategic planning is the activity of participants in strategic planning for goal-setting, forecasting, planning and programming of the socio-economic development of the Russian Federation, constituent entities of the Russian Federation and municipalities, sectors of the economy and areas of state and municipal government, ensuring the national security of the Russian Federation, aimed at solving the problems of sustainable social-economic development of the Russian Federation, the Russian Federation entities, municipalities and ensuring national security of the Russian Federation. Goal-setting is the determination of directions, goals and priorities of social-economic development and ensuring the national security of the Russian Federation (Article 3 of the Federal Law of June 28, 2014 No. 172-FZ "On Strategic Planning in the Russian Federation"). A very important role is given to project management in the regions.

The basis for the development of the focus methodology of project management is the strategic goal setting method, which allowed producing dichotomy strategic goals in the relationship of such basic concepts of goal setting:

- 1) focuses of development;
- 2) strategic goals;
- 3) strategic objectives;

4) analysis and evaluation of data arrays using predictive analytics, including statistical analysis, situational modeling, data mining, text and object analysis, real-time optimization based on machine learning algorithms, etc.;

5) ranking of projects in the regional management system;

6) implementation of projects in accordance with the focus of development;

7) monitoring and control over the implementation of projects.

We will consider testing the project management methodology using the example of the municipality of the Sudak urban district of the Republic of Crimea belonging to the Southern Federal District. The Sudak urban district includes the city of Sudak, which is the administrative center, the urban-type settlement of Novyi Svet, as well as 14 villages. The urban district of Sudak is located on the South-Eastern coast of Crimea. This is a land with a long history, the center of which is the city of Sudak - the former western capital of the Great Silk Road with the Genoese fortress preserved to this day. The leading sectors of the economy of the Sudak urban district are the following: resort industry and tourism; agro-industrial complex (grape farming); food industry (winemaking). The population as of the census on October 14, 2014 was 32,278 people out of which 15,069 men (46.7% of the population) and 17,209 women (53.3% of the population).

In working out the focus methodology of project management of the development of the municipality, the leading place is taken by the goal setting which includes mission, goals, and tasks. The development of the project management methodology is based on the focus-planning methodology, which allows formulating the development focuses of the Sudak urban district with the subsequent allocation of foresight measures for implementation.

6. Findings

As part of the goal-setting process, the focuses for the development of the Sudak urban district are determined.

Focus of Development I. Sudak urban district is the recreational and rehabilitation center of Crimea (NIR № AAAA-A17-117100670068-9, 2017).

The development focus reflects the resort, tourist and recreational specialization of the development of the Sudak urban district, which is determined by the unique natural and climatic conditions of the district and is reflected in the Strategy for the socio-economic development of the Republic of Crimea for the period until 2030 (Appendix 9 of the Law of the Republic of Crimea dated 09.01.2017 No. 352-ZRK / 2017 "On the strategy of socio-economic development of the Republic of Crimea until 2030").

Planned results of the implementation of project activities in the framework of Focus I are as follows:

- improving the quality of life of residents and guests of the municipality;
- systematic provision of a healthy lifestyle of citizens on the basis of achieving the target indicator of increasing average life expectancy in the region;
- tourist in-flow increase;

- elaboration of tourism infrastructure for the development of ecotourism, sports tourism, mountaineering and climbing, diving;
- new jobs;
- development of small and medium entrepreneurship.

Focus of Development II. Agro-biotechnological development of the Sudak urban district (NIR № AAAA-A17-117100670068-9, 2017).

The development focus assesses the strategic importance of the Sudak urban district for introducing the latest agro-biotechnologies with the aim of increasing the production of grape wines, industrial processing of walnuts, processing of fruit, expanding the processing of essential oil crops and the production of perfumes and cosmetics, and breeding mariculture (Appendix 9 of the Law of the Republic of Crimea of 09.01.2017 No. 352-ZRK/2017 "On the Strategy for the Socio-Economic Development of the Republic of Crimea until 2030").

Planned results of the implementation of project activities in the framework of Focus II are as follows:

- an increase in the share of comfortable yards and common areas;
- creating favorable and comfortable conditions for citizens to live, improving the appearance of the Sudak urban district;
- increase in the additional number of tourists with children;
- development of the brand of the territory as a region for the generation of solar energy "Sudak is the city of the Sun";
- improving the system of housing and communal services and infrastructure based on lean manufacturing technologies;
- development of transport connections in the city and villages;
- ensuring the development of landscaping companies in the territory, etc

Focus of Development V. Sudak is an eco-resort of the South of Russia (NIR № AAAA-A17-117100670068-9, 2017).

The development focus is aimed at an extremely high degree of environmental friendliness. The specified competitive advantage is the most important area in the economy and social sphere of the development of the municipality.

Planned results of the implementation of project activities in the framework of Focus V are as follows:

- protection of the territory of the city and villages from abrasion and landslide processes, flooding; construction of anti-mudflow dams on the rivers Ay-Serez, Voron, Karadzha, Shelen, Suuk-Su, Kutlak, Karagach;

- creating an ecological platform in the South of Russia based on monitoring of biodegradable and environmentally harmful waste; development of ecological tourism; development of environmental culture, environmental education.

The above-mentioned focuses on the development of the municipality of Sudak determine the strategic goals of project management. Based on our focus methodology, within the framework of each focus of the development of the municipality, specific development goals and objectives are defined.

In order to increase the efficiency of the functioning of the project planning system, focus monitoring should be carried out using predictive analytics methods. Taking into account the identified trends in the socio-economic situation of the Sudak urban district in dynamics, as well as the annual seasonality of demand for tourist and recreational services from May to October, it was concluded that Chatbot technology should be implemented in order to organize the efficient operation of the municipal contact center. Municipal authorities daily receive a significant number of citizens. Especially the number of calls increases in the "high" season. Recent developments in the field of language interfaces and artificial intelligence suggest that, with due restriction of the subject area, Chatbot can not only fully replace the human operator, but also become a more effective interface for establishing automation of business processes in the city (Almansor & Hussain, 2017; Wu, Li, Wu, & Zhou, 2018)

The following advantages of implementing Chatbot technology in the activities of a contact center in a municipality could be highlighted:

- low cost of an hour of work, compared with a staff member of the city administration of the municipality;
- availability of the service 24/7, and not only on working days and hours of work of the city administration of the municipality *доступность сервиса 24/7*;
- high accuracy of answers within the outlined subject area, which eliminates the factors of fatigue and lack of mood in the city administration staff;
- high speed of response within the outlined subject area, etc.

The implementation of Chatbot technology is aimed directly at increasing the efficiency of the realization of design solutions, but it requires a high level of AI competencies in the development and maintenance of the corresponding platform.

7. Conclusion

The strategic role of the regions in ensuring the economic, scientific and technological breakthrough of Russia lies in the formation and implementation of development focuses in ensuring the achievement of national goals and strategic development objectives of the Russian Federation. The most important tool for sustainable development of the regions is effective project management. The article suggests using the focus methodology of project management development as the basis for the development of project management tools in the region. The focus methodology of project management in the region is based on determining the focus of development of the region - strategic concepts of

information technology and socio-economic development, containing preventive goals and objectives, the implementation of which will provide a breakthrough in development.

The authors presented the approbation of the focus methodology of project management using the example of the municipality of Sudak in the Southern Federal District of Russia. The proposed interconnected system of focuses, strategic goals is the basis for determining strategic measures of the socio-economic development of the municipality. In order to increase the effectiveness of the functioning of the project management system, it is proposed to carry out focus monitoring using predictive analytics methods. Taking into account the identified trends in the socio-economic situation of the Sudak municipality in dynamics, as well as the annual seasonality of demand for tourist and recreational services, it is concluded that it is advisable to implement Chatbot technology in order to organize the effective operation of the municipal contact center. Based on the justification of the advantages of implementing Chatbot technology, it was concluded that Chatbot technology will increase the efficiency of the implementation of design solutions, but it requires a high level of AI competencies in the development and maintenance of the corresponding platform.

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