

Proactive Establishment for the Territorial Development Project Strategy of Project-Oriented Organizations

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Relevance of the territorial development projects of project-oriented organizations is emphasized. The scientific task of developing models and methods of managing such projects, as well as the strategy of such projects, is set. Structure of the elements of the proactive strategy of the territorial development project of project-oriented organizations is defined. The directions of establishment of the proactive strategy of the territorial development project are describes.

Keywords: project management, project oriented organization, territorial development project, proactivity, proactive strategy

Introductory part. Modern conditions of the market environment put forward the requirements for the project orientation of organizations. One of the main tasks of project-oriented organizations on the market is to expand its presence, to distribute it to other regions. Therefore, the topics of creation and implementation of territorial development projects are relevant. An important scientific task is to create models and methods for managing such projects. A separate issue is the creation and development of a strategy for such projects.

The basic standards for project and program management [1, 2] provide only a general toolkit for building a project management system. However, the specificity of territorial development projects requires its consideration in models and methods of project management. As for the construction of the strategy, we should use the achievements of the classics of strategic management [3, 4], as well as new research [5-7] in this direction. However, the relevant assets should be adapted to the features of project management. Recently, there has been a tendency to use flexible (agile) management approaches [8, 9], which should also be taken into account for the project under study.

At the same time, research on models and methods of management of territorial development projects is underway [10-12], but they have not yet touched upon the development of the strategy of such projects.

Main part. The strategy for managing the territorial development project should be built, in particular, on the use of the proactivity principle. That is, it should provide elements for predicting the future state of the internal and external environment of the project.

The following structure of the elements of the proactive strategy of the territorial development project of project-oriented organizations is proposed:

- Models of proactivity;
- Form of the strategy (openly aggressive, latent aggressive, conformist, flexible, combined, other)
- directions of strategy development;
- Project team strategy.

In addition, the proactive strategy of the territorial development project should be based on the strategy of project-oriented organization, which implementing the project. And this strategy itself should be based of the mission and strategic goals of the project oriented organization. The results of the implementation of the proactive strategy should be the success of the territorial development project. Grounds, elements and results of the proactive strategy of management of the territorial development project are presented in Figure 1.

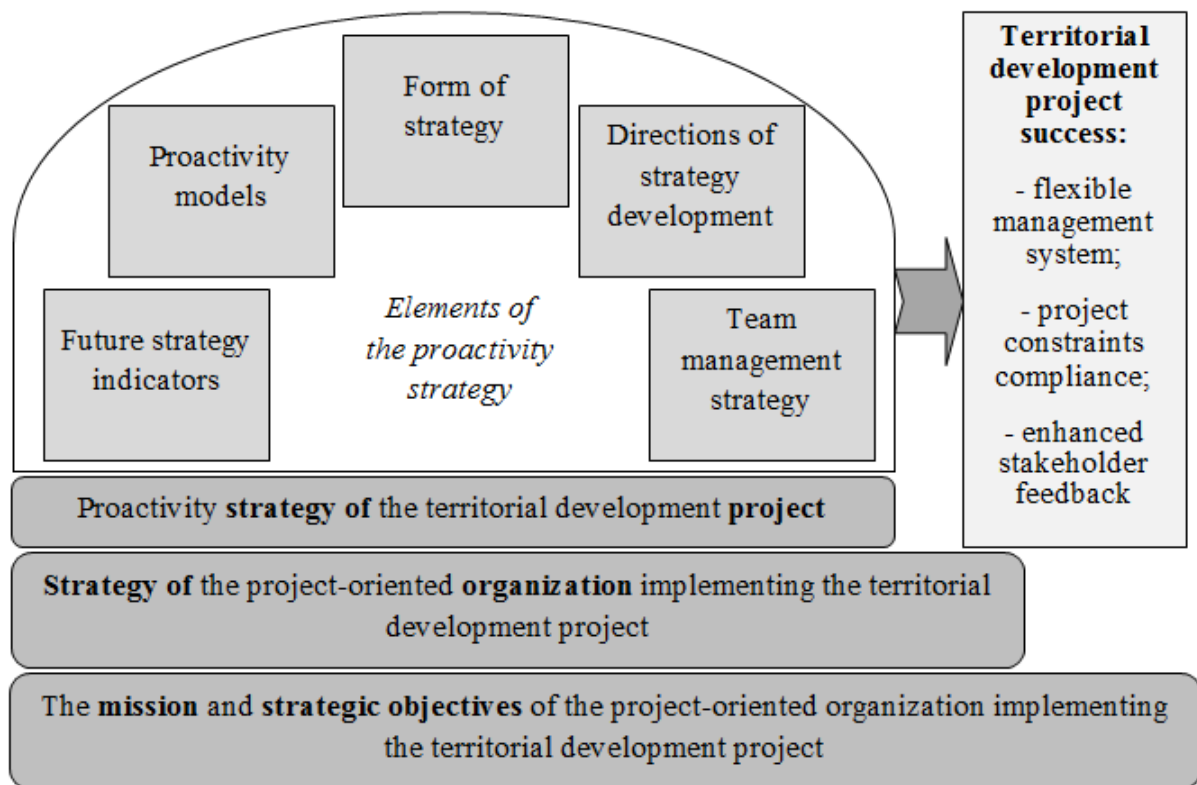


Fig. 1. Grounds, elements and results of the proactive strategy of territorial development project management

We separately describe the directions of establishment of the proactive strategy of the territorial development project.

1) Virtualization of the project management system.

Project management teams are increasingly working in a virtual environment. This is especially true for distributed or international teams. Work in the virtual environment may also be recommended for territorial development projects of project-oriented organizations, since such projects require the presence of team members in all territories (locations) where the branches of the organization are opened within the project. Consequently, it is expedient to conduct meetings not in the central office in person, but in the virtual environment, when the team members are in their locations and the meeting takes place on the Internet. However, such interaction of the project team requires the use of special IT communication tools. The strategic dimension should be related to the configuration of the communication environment of the project team, the part and role of the virtual component in the communications system of project.

2) Use of trendy IT tools in the project.

A team of territorial development project management should use at least an IT tool for communicating in a project (for interaction in a virtual environment). In addition, it is advisable to use the planning and monitoring tools of the project (calendar-network planning). However, the modern trend is the use of flexible project management methodologies (agile). And such methodologies include the use of specific project planning and monitoring tools: scrum or kanban boards, implemented in corresponding programs, a diagram of combustion of tasks, and others. The strategic choice should relate to the type of IT tools that will be used in the project (classical, agile) and their configurations. Another trend solution, which may be an alternative to the project for the proactive development of the strategy - cloud services (alternatives - desktop solutions and server solutions).

3) Territorial distribution of the branch network.

Improvement of the strategy of the territorial development project should include the principle of selecting the territories for the location of the organization's branches, which will be created in the project. This principle, in turn, must have a mechanism for its change. If during the project implementation there will be radical changes in the environment, the project management system should be able to change the principle of the territorial location of the

branch network. The strategic decision to be elected or changed may include the number of such branches, the scale of each of them, the characteristics of the territory in which the branch should open, and so on.

4) Select a location in specific areas.

After defining the list of territories in which the branches are located, in the territorial development project, specific locations should be determined for the location of each branch within the designated territories. The project team must have the parameters for choosing such locations (for example, transport nodes, the reach of a large supermarket, etc.). The strategic decision should envisage the selection of a list of such parameters and the principles of its change.

5) Marketing tools.

Territorial development projects are implemented to ensure the presence of the company in the territorial market. However, the success of such a presence is provided by marketing. Therefore, a marketing company that creates and enhances the image of the organization should be a part of the territorial development project. The proactive development of the strategy of the territorial development project should provide for the initial state of all components of marketing and the principles of their change during the project implementation. The main components of marketing are: the outlined segment of the target audience, marketing channels, brand and its positioning, corporate style and its linking to the territorial specifics, marketing tools, marketing organization (by themselves, outsourcing, a combined method, when part of the functions are transferred to outsourcing) etc.

Conclusions. Territorial development projects of project-oriented organizations to ensure the success of implementation must build and develop a strategy. Such a strategy should be based on the organization's strategies and be proactive in nature. In this publication, elements of the proactive strategy of territorial development projects of project-oriented organizations were identified. Particular attention is paid to the directions of development of the strategy of the territorial development project. The use of such tools in the practice of managing the relevant projects will ensure the flexibility of the management system, compliance with project design constraints and improved feedback from the stakeholders of the territorial development project.

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