

## SUMMARY

**Subject matter:** «Strategic management of the development of creative industries at the municipal level»

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**Topicality of the research.** Creative industries are capable of changing an economic and socio-cultural environment of territories. They promote the reproduction of culture in municipal organizations and regions, thus raising the interest of their inhabitants in art and favoring the renewal of modern urbanized environment thanks to the support of creative initiatives, revitalization of abandoned territories, setting up of tourist and creative clusters, various creative sites.

In the connection of special significance are the issues of the interaction between the administrative bodies, creative public and business as the degree of its efficiency influences the success of the modernization of the cultural institutes of territories, the use of its resources for the application of the new synthetical forms of the designing and commercially successful projects and innovative creative products and services. From the organizational and managerial viewpoint especially topical are the problems related to the implementation of strategic planning and management of the development of creative industries at the territorial level and in the first place, at the level of municipal organizations as for many of them the progressive and purposeful development of creative industries may become a key factor of the insurance of effective development and increase in competitiveness in rapidly changing socio-economic reality.

**Objective of the research** is the development of theoretical and practical aspects of strategic management of the development of creative industries at the municipal level (on the example of health resort Pyatigorsk).

**Tasks:**

- the clarity the essence of creative industries and modern approaches to their structurization;
- to examine the life cycle of the development of creative industries and identify peculiarities of the purposeful managerial influence on their development;
- to give description of the strategic management of the development of creative industries as a process, determine its main stages;
- to analyze the state of creative industries and practices of management of their development abroad;
- to study the modern state of creative industries and the experience of their management in Russia;
- to carry out a strategic analysis of the creative industries in Pyatigorsk;
- to formulate the strategy of the development of the creative industries in Pyatigorsk;
- to work out an organizational mechanism of the realization of the strategy of the development of the creative industries in Pyatigorsk.

**Theoretical and practical significance of the research.** Theoretical significance of the research is the clarification of the essence of creative industries and identification of modern approach to their structurization, and also the determination of a purposeful managerial influence on their development, including that at the strategic level.

Practical significance of the research is the possibility of the application of the developed strategy by Pyatigorsk administration and other municipal organizations providing there is appropriate adaptation. The research is of interest for business structures and institution of culture in the aspect of the exciting opportunities for mutual interaction.

**Results of the research .**

Creative industries is an activity based on creativity, talent of creative people making innovative products and services. Creative industries are a source of innovations and competitiveness of urban cultures. To the present time these

formed the following conception (models) of creative industries: model of symbolic texts; model of «concentric circles»; model of copyright protection; the world organization for intellectual property, the UNESCO model of statistics institute.

Creative industries are divided into 4 groups heritage, art, media, functional creative and in their development they go through several stages: «heritage», «birth», «nursing», «growth», «maturity», «decline/rebirth», and each of them requires the use by the administrative bodies of a certain set of management tools. As a rule, the impact on the development of culture industries is realized through such management tools as: the creation of virtual areas for networking; stimulation of cluster development; information security consulting, mentoring, knowledge transfer; training and professional development; financing; support of the internationalization of the sector organization of master-classes, conferences, fairs, exhibitions; buildings of the appropriate infrastructure.

Conceptual principles of the strategic management of the development of creative industries implies both the determination of the structure and logic of strategic management and realization of strategizing process and the achievements stages of the realized work.

The technologies of the realizations of the strategizing process are based on such technologies as: catering, carrying out situational analysis (SWOT – analysis) and in a number of cases PESTEL – analysis.

The experience of foreign countries gives evidence to the fact that the purposeful management of the development of creative industries on the strategic bases promotes positive social, economic and cultural changes, ensures the economic and cultural transparency of territories, and also enables the states to occupy a desiring niche in the world creative economy.

The innovation approach that emerged in Europe and America are nowadays actively applied in setting up of creative urban territories in Russia: in Moscow, St.Petersburg, Kazan, Kostroma, Novosibirsk, Krasnoyarsk, Ekaterinburg, Yaroslavl, Vladivostok and other cities.

On the bases at the strategic analysis of Pyatigorsk creative industries we formulated the strategy of the development of the creative industries in the health resort, developed an organizational mechanism of the realization of the strategy of the development of the creative industries.

The proposed strategy includes strategic vision, three strategic goals and namely, building the image of Pyatigorsk as the territory of creative ideas, people and business; building the infrastructure ensuring the dynamic, purposeful, efficient development of creative business; securing of the return of municipal investment to Pyatigorsk budget. These goals are concretized in tasks and actions.

**Recommendations.** The realization of the proposed strategy implies the involvement on the potential of such an organizational and management tool of the municipal administrative bodies as the project – office. The model of the project – office is designed to set up the management system that aims, firstly, to unite the efforts of the structural units of Pyatigorsk administration for the realization of the municipal projects now in force in the part of the development of creative industries, secondly, to initiate the project and programs promoting the development of the towns creative economy.