

Some approaches to strategic planning of development of the regional therapeutic resort complex

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Abstract. Approaches to strategic planning of development of the regional therapeutic resort complex through detailed studying of its internal and external environment are considered in the research paper. External macro-environment of therapeutic resort activity is formed by factors of indirect influence, such as nature, resources, geography, politics, demography, economy and ecology. External micro-environment is formed by factors of direct influence on development of therapeutic resort sphere – consumers of therapeutic resort services, competitors, suppliers, intermediaries and contact audiences. The SWOT-analysis which is one of successful methods of strategic planning was chosen as the basic instrument for this research. We revealed concrete elements of external (opportunities and threats) and internal (strengths and weaknesses) environment of further development of the regional therapeutic resort system during our research. We determined the need of the state support for development of therapeutic resort territories for its sustainable and stable development.

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Introduction

Nowadays within realization of a state policy in the field of health care, organization of efficient treatment, health improvement and rest with use of natural medical resources which are a basis of development of resort and recreational territories is gaining more value. After collapse of the former USSR according to official statistics [1] total number of therapeutic resort organizations (TRO) reduced from 7400 in 1991 to 1940 in 2013 that can be related to the change of social and economic and political conditions of development of the country at large. Thus, a social role of the therapeutic resort complex is difficult to overestimate. Treatment and rest in a resort is a ticket not only to physical, but also to mental health. Therapeutic resort activity allows solving many social and economic problems of the modern Russian society – reducing of crude incidence, increase of the population, reducing of the proportion of the disabled population, decrease of mortality and substantial increase of birth rate.

In the last decade we can observe some stabilization in development of the therapeutic resort complex (TRC) in Russia, but the uniform program of its functioning does still not exist. High cost of therapeutic resort services, related to use of natural medical resources is common for this kind of activity.

It reduces competitive advantages of Russian resorts in comparison with similar enterprises in the neighboring countries.

Distribution of TRO across the territory of Russia and certain federal districts does not have any certain consequence and depends on density of distribution of natural medical resources. The greatest number of health centers and resorts is located in Central, Volga, Ural, Siberian, Southern and North Caucasian federal districts. According to the Federal State Statistics Service [1] leaders of therapeutic resort treatment are the Volga (450 health centers and resorts), Central (362 health centers) and Southern federal districts (295 TRO).

Materials and methods

Studying of external and internal environment of development of the TRC in Russia and certain regions is necessary for the long-term strategy of its sustainable development. For studying of the therapeutic resort complex of the Perm region we used the SWOT-analysis, the integrated mechanism of the analysis of internal environment of the studied object – studying of strengths and weaknesses, and also the analysis of external environment of the studied object – research of opportunities and threats with subsequent elaboration of the strategy of further development of this complex system. Furthermore, it gives an

opportunity to carry out the analysis of current state of the object and to establish relationships of cause and effect. Simultaneous quantitative analysis of statistical data allows characterizing of the studied TRC more profoundly.

The SWOT-analysis as the instrument of strategic planning was invented in the mid-sixties of the XXI century. K. Andrews, Heinz Wehrich (TOWS) [2], Igor Ansoff [3, 4] introduced this abbreviation.

In the field of the situation analysis it is also possible to refer works of the following authors to fundamentalists: Doshier, M. Benepe, O. Humphrey, A. Stewart, R. & Lie, B. [5], Hussain, S. Khattak, J. Rizwan, A. & Latif, M. A. [6], Prasad, P. [7], Morrow, R. Fu, L. L. & Rodriguez, E. [8].

In various works of scientists it is possible to find the SWOT-analysis application for working on concepts of strategic development. V. N. Kryuchkov [9], analyzing specific social and economic and working conditions, defined basic structures of a matrix and expanded theoretical and methodological bases of the SWOT-analysis. The solution of problems in the field of the regional economy by means of the SWOT-matrix can be found in works of A.V. Skalon [10], O. F. Bystrov, D. N. Kaynova, G.G. Tkachyov [11] who have expanded the SWOT-analysis method by means of rating estimation of factors of internal (strengths and weaknesses) and external (opportunities and threats) environment. M. A. Spitsyna [12] applied the SWOT-analysis method in studying of tourist activity in the Magadan region.

Results and discussion

Therapeutic resort activity in Russia has, in most cases, all resources necessary for its functioning (natural, recreational, infrastructure, labor, administrative, economic, etc.). However many TRO of the country, possessing rich natural and resource potential, use it not completely, among other reasons because of not sufficient development of infrastructure and recreational component that reduces their preferred position in the market of medical and health care services. Resort business in modern Russia has rich traditions and experience of carrying out medicobiological researches.

Famous scientists in the field of resort business (Razumov A.N., Bobrovnitsky I.P., Storozhenko N. A., etc.) consider that the domestic school of resort medicine unlike European or American significantly differs by larger fundamental nature in organization of medical process with maximum use of natural medical resources that is accompanied by a strict resort regime, continuous medical monitoring and supervision. It allows reaching the greatest effectiveness of a resort therapy.

It is apparent that standard family sea tour in countries of Europe and the Middle East, and also visiting occasional SPA procedures cannot replace full Russian therapeutic resort treatment and rest.

According to data of the Federal State Statistics Service [1] about two thousand health centers work in Russia with a total rated capacity of more than 410000 places, which, according to Razumov A.N. not fully satisfies needs for therapeutic resort treatment.

If to consider TRO of Russia from the point of view of property, only about 50 TRO belong to Ministry of Health of Russia, and others - to other government institutions of management, municipalities, large enterprises and individuals that does not facilitate the uniform approach to development of therapeutic resort business.

Therapeutic resort activity for businessmen is rather expensive type of business. Investments pay off over a long period of time and do not bring the high income. Purchase of medical equipment for TRO is the considerable item of the budget. The considerable expenses of TRO are spent on the maintenance of therapeutic resort infrastructure (medical and sleeping cases, polyclinics, balneary, training and concert halls). Production of mineral water and mud demands large financial investments on water preparing, cleaning and environmental monitoring. For the above-mentioned reasons cost of treatment and health care in TRO is rather high that has direct impact on market prices of therapeutic resort services. Reduction of price for welfare beneficiaries on treatment in TRO can be reached at the expense of state programs and direct subsidizing.

Escalation of inflation and decrease in purchasing power leads to decrease of the income of the population that induces potential clients of TRO's services to use health care rest in the sea resorts of Bulgaria, Egypt, Turkey, etc. It demonstrates that the strategy of development of the TRC should be developed at the national level that it would be favorable for Russians to have a rest and be treated in the country, instead of going abroad. Now we observe that in Russia there is no uniform policy in development of therapeutic resort activity.

In development of the TRC of the Perm region we notice the all-Russian tendency of reduction of number of health centers (from 74 in 2002 to 44 in 2013) that can related to their entry into the open market, decrease in consumer ability of citizens, high prime cost of a resort therapy and poor support of the state.

Average annual rate of an increase of TRO in the Kama region is negative and constitutes - 4,23% with average annual growth rate of 95,77%, and average annual rate of a pure gain is negative -

2,55 units. The greatest reduction of organizations of therapeutic resort type is observed among health centers for children and health and recreation resorts.

As it was noted above, there is serious decrease in number of all TRO types and common decrease constituted nearly 40 for 11 years from 2002 to 2013 in the Perm region. This situation demands the serious analysis of further development of the marketing environment of the whole TRC of the Perm region.

Using the SWOT-analysis method during development of the TRO strategy of the region, special attention is paid to factors of internal environment. At the same time, it should be noted that TRO work as a uniform organism with specific features of use of resources (natural, social and economic and recreational) which are created within both internal and external environment.

Any marketing environment consists of external and internal factors. External environment includes factors of indirect and direct influence. External factors of indirect influence include economic, political, cultural, social, technological, ecological, scientific and methodical, legal, ethnic, natural, geographical, etc. Suppliers, competitors, consumers, intermediaries, contact audiences and other stakeholders, and also quality of natural medical resources are included into external factors of direct influence.

Due to TRO is the complex natural and social and economic system where elements of natural environment, society and economic sphere variously interact, it is necessary to approach to development of the structure of the SWOT-analysis for TRO holistically and in a staged manner taking into account all complex relationship between different components. We provide the fullest scheme of the SWOT-analysis for TRO of the Perm region which does not make a claim for the final content and can be corrected depending on specifics of objects, their resort specialization and other additional factors. Strengths and weaknesses, threats and opportunities of development of therapeutic resort activity in the region are presented in tables 1 – 4 on the example of the Perm region.

Table 1. Advantages (strengths) of the therapeutic resort complex of the Perm region

| № | Advantages (strengths) |
|----|---|
| 1 | Use of natural medical resources (iodine-bromine, hydrogen-sulfide and mineral waters, mud) of the district |
| 2 | Favorable landscape and climatic parameters of the territory |
| 3 | Variety of medical and health care services and treatments |
| 4 | Special position in the market of medical and health care services of the neighboring regions |
| 5 | Implementation and use of numerous medical and health care techniques |
| 6 | Presence of the personnel in the industry of more than 5125 people, 340 from which are doctors |
| 7 | Use of resort and recreational infrastructure (beach and sports complexes, SPA centers, etc.) |
| 8 | Integration of organizations within association of resort establishments |
| № | Advantages (strengths) |
| 9 | Involvement of recreational resources in a health care process |
| 10 | Continuous upgrading of the system of hospitality and service |

Table 2. Shortcomings (weaknesses) of the therapeutic resort complex of the region

| № | Shortcomings (weaknesses) |
|---|---|
| 1 | Absence of the regional normative legal acts about development of the therapeutic resort industry |
| 2 | Weak promotion of therapeutic resort services in the region |
| 3 | Underdevelopment of resort infrastructure of separate health centers (absence of bathing offices, polyclinics) and its obsolescence |
| 4 | Lack of the qualified average medical personnel that is related to a low salary (requirement of 25-30%) |
| 5 | No positive image of TRO and separate health centers in the markets of different levels |
| 6 | Absence of their own natural medical resources at some health centers |
| 7 | Poor attention from authorities to the problems of the industry |
| 8 | High cost of medical and health care services |

Table 3. Opportunities of the therapeutic resort complex of the Perm region

| № | Opportunities |
|----|--|
| 1 | Existence of perspective medical resources (radon waters, mud and naphthalanum) |
| 2 | Expansion of opportunities for holding business meetings and conferences |
| 3 | Formation of investment climate in the therapeutic resort complex |
| 4 | Creation of the promoting program of therapeutic resort services |
| 5 | Development of the targeted program for strategic development of the TRC of the region |
| 6 | Improvement of service in TRO in the Perm region |
| 7 | Increase of salaries of the qualified personnel of TRO |
| 8 | Reduction of price of medical and health care services at the expense of grants from the state and municipal authorities for welfare beneficiaries |
| 9 | Increase of salaries and improvement of welfare of the population |
| 10 | Organization of affordable Spa-treatment |

Table 4. Threats of the therapeutic resort complex of the region

| № | Threats |
|----|---|
| 1 | Therapeutic resort activity is characterized by the slow return on investments |
| 2 | Increasing demand for leisure and entertainment services over medical and health care treatment |
| 3 | Increase of competitive activity of TRO (domestic and foreign) |
| 4 | Decrease in enterprise activity |
| 5 | Inflationary changes of the economy |
| 6 | Qualified personnel dismissal because of low salaries |
| 7 | Decrease in the actual income and common welfare of the population of the Perm region and Russia at large |
| 8 | Increasing demand for affordable Spa-services |
| 9 | Cancellation of a visa regime will provoke outflow of clients in European TRO |
| 10 | Deterioration of an ecological situation in the region |

Strengths and weaknesses of internal environment of the therapeutic resort complex of the Perm region are described in tables 1, 2, opportunities and threats of external environment are considered in tables 3,4. Thus, by means of the SWOT-analysis we identified ten strengths and eight weaknesses, ten opportunities and ten threats which can influence development of the TRC of the region. The analysis of strengths, weaknesses, opportunities and threats is not exhaustive and can be corrected depending on requirements of researches of the resort industry.

Each factor in the table has the number in order to compare these factors among themselves by the principle: "strengths - opportunities", "strengths - threats", "weaknesses - opportunities", "weaknesses - threats" in the SWOT-matrix. The SWOT-matrix of the TRC of the Perm region is presented in table 5.

Table 5. The SWOT-matrix of the TRC of the Perm region

| | Opportunities | Threats |
|------------|--|---|
| Strengths | Comparison of "strengths - opportunities" 1,2,4,5,7-4,5; 10-2; 8-4; 3,4,7,8,9-3. | Comparison of "strengths - threats" 1,2-2,3,8,10; 3-1,2,5; 4-3,8; 5,6,10-2,3,5,6,8; 7-1,4; 9-9. |
| Weaknesses | Comparison of "weaknesses - opportunities" 1,3,5,7,8-3,4; 2-4; 4-5; 6-6; 8-3,4,5; 7-3,4. | Comparison of "weaknesses - threats" 1-1,3,4; 3,5,8-3,8,9; 4-8; 7,8-2, 8-5. |

Considering the above-mentioned data, we see that strengths create all necessary conditions for realization of existing opportunities, and also allow neutralizing negative influence of threats in development of the therapeutic resort industry of the region. Weaknesses need to be minimized and whenever possible to turn into further advantages of the TRC. It is possible only with the state support of development of TRO and sustainable demand for therapeutic resort services.

Conclusions

The SWOT-matrix allows concluding that for receiving optimum result it is necessary to approach holistically and systemically to variables of strengths and weaknesses, and also to their opportunities and threats. Natural and geographical factors, their indexes meet practically all requirements for sustainable development of medical and health care tourism. Unfortunately, TRO of the Perm region do not have the uniform system of positioning in the market of the Russian therapeutic resort services that, certainly, reduces number of potential clients who could have a rest and receive high-quality treatment here.

Besides, the Perm region needs to work on the targeted program of strategic development of the TRC. This document will allow creating the main directions for the solution of many problems of the therapeutic resort industry in the region. The TRC of the region possesses all necessary opportunities which will allow it to take a leading place among other territories of the Volga federal district.

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