

## ПРОБЛЕМЫ ФИНАНСОВО-БЮДЖЕТНОЙ ПОЛИТИКИ НА СЕВЕРЕ И В АРКТИКЕ

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### THE ROLE OF CONSULTING IN THE IMPLEMENTATION OF INVESTMENT PROJECTS IN THE ARCTIC REGION

**Andrei A. Spiridonov<sup>1</sup>, Yuriy N. Gladkiy<sup>2</sup>, Konstantin Yu. Eidemiller<sup>3</sup>, Regina R. Biktimirova<sup>4</sup>, Marina L. Fadeeva<sup>5</sup>**

<sup>1, 3, 4</sup>Saint Petersburg State University, Saint Petersburg, Russia

<sup>2</sup>Herzen State Pedagogical University of Russia, Saint Petersburg, Russia

<sup>5</sup>National University of Science and Technology "MISIS", Moscow, Russia

<sup>1</sup>ispbandrei@gmail.com, ORCID 0000-0002-7203-1864

<sup>2</sup>gladky43@rambler.ru, ORCID 0000-0003-0199-8274

<sup>3</sup>keidemiller@gmail.com, ORCID 0000-0002-7553-1477

<sup>4</sup>reginabik98@gmail.com

<sup>5</sup>fadeevaml01@gmail.com

**Abstract.** The purpose of this article is to consider the geopolitical significance of the Arctic region, as well as the role of consulting in the implementation of strategic investment projects in the development of Arctic territories. The novelty of the work consists in updating data on the specifics of activities in the Arctic region, analyzing current associated risks and assessing the feasibility of attracting external experts to provide consulting services within the framework of project implementation. The implementation of strategic investment projects in the Arctic region has several specific aspects that lead to the emergence of various risks. For example, only Russian oil companies transport liquefied gas and oil in ice, which is an extremely complex process. Therefore, for timely identification, as well as elimination / minimization of associated risks, it is necessary to involve appropriate experts. In particular, when implementing projects in the Arctic zone, it is advisable to involve specialized consultants. The practical significance of the work is to analyze the activities of leading consulting companies and identify current trends in the development of the consulting services market in the Arctic region. During the study, the authors concluded that it is impossible to attract foreign consulting companies to implement strategic projects in the Arctic region due to the presence of political and economic risks. The article notes the need to create domestic consulting companies that have broad competencies in solving problems related to the implementation of strategic projects in the Arctic region. These prerequisites can be used to conduct further research on the topic under consideration. Thus, it is necessary to create a separate training area in Russian universities, which will be aimed at training experts with knowledge of the specifics of working in the Arctic region. For the successful implementation of long-term projects in the Arctic region, it is necessary to train highly qualified experts with a wide range of knowledge about the geopolitical, economic and natural conditions of the Arctic region, who are able to participate as external consultants in the implementation of the national strategy for the development of the Arctic and projects of various levels of complexity.

**Keywords:** the Arctic region, consulting, consulting company, investment projects, risk, experts

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### PROBLEMS OF FISCAL POLICY IN THE NORTH AND THE ARCTIC

Научная статья

#### РОЛЬ КОНСАЛТИНГА В РЕАЛИЗАЦИИ ИНВЕСТИЦИОННЫХ ПРОЕКТОВ В АРКТИКЕ

**Андрей Алексеевич Спиридонов<sup>1</sup>, Юрий Никифорович Гладкий<sup>2</sup>, Константин Юрьевич Эйдемиллер<sup>3</sup>, Регина Ришатовна Биктимирова<sup>4</sup>, Марина Леонидовна Фадеева<sup>5</sup>**

<sup>1, 3, 4</sup>Санкт-Петербургский государственный университет, Санкт-Петербург, Россия

<sup>2</sup>Российский государственный педагогический университет имени А. И. Герцена, Санкт-Петербург, Россия

<sup>5</sup>Национальный исследовательский технологический университет «МИСиС», Москва, Россия

<sup>1</sup>ispbandrei@gmail.com, ORCID 0000-0002-7203-1864

<sup>2</sup>gladky43@rambler.ru, ORCID 0000-0003-0199-8274

<sup>3</sup>keidemiller@gmail.com, ORCID 0000-0002-7553-1477

<sup>4</sup>reginabik98@gmail.com

<sup>5</sup>fadeevaml01@gmail.com

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**Аннотация.** Целью написания данной статьи является рассмотрение геополитического значения арктического региона, а также роли консалтинга в реализации стратегических инвестиционных проектов в рамках развития и освоения арктических территорий. Новизна работы заключается в актуализации данных о специфике деятельности в арктическом регионе, анализе современных сопутствующих рисков и оценке целесообразности привлечения внешних экспертов для оказания консультационных услуг в рамках реализации проектов. Реализация стратегических инвестиционных проектов в арктическом регионе характеризуется рядом специфических черт, которые обуславливают различные риски. К примеру, только российские нефтедобывающие компании перевозят сжиженный газ и нефть во льдах, что является чрезвычайно сложным процессом. Следовательно, для своевременного выявления, а также устранения / минимизации сопутствующих рисков необходимо привлечение соответствующих экспертов. В частности, при реализации проектов в Арктической зоне целесообразно привлечение профильных консультантов. Практическая значимость работы заключается в проведении анализа деятельности ведущих консалтинговых компаний и выявлении современных тенденций развития рынка консалтинговых услуг в арктическом регионе. Авторами сделан вывод о невозможности привлечения зарубежных консалтинговых компаний к реализации арктических стратегических проектов по причине наличия политических и экономических рисков. Отмечена необходимость создания отечественных консалтинговых компаний, которые обладают широкими компетенциями по решению проблем, связанных с реализацией стратегических проектов в арктическом регионе. Данные предпосылки могут быть использованы для проведения дальнейших исследований по рассматриваемой теме. Так, необходимо создание отдельного направления в российских университетах для подготовки экспертов, обладающих знаниями об особенностях работы в арктическом регионе. Для успешной реализации долгосрочных арктических проектов необходимы высококвалифицированные эксперты, обладающие широким спектром знаний о геополитических, экономических и природных условиях арктического региона, способные участвовать в качестве внешних консультантов в реализации национальной стратегии развития Арктики и проектов разного уровня сложности.

*Ключевые слова:* арктический регион, консалтинг, консалтинговая компания, инвестиционный проект, риск, эксперт

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## Introduction

The key purpose of this article is a detailed consideration of the current geopolitical significance of the Arctic region for the leading states, as well as identifying the role of consulting in the implementation of strategic investment projects in the development of Arctic territories. The main task is to analyze and determine the need to involve external experts in the implementation of investment projects in the Arctic zone. The study uses the historical method, a systematic approach, comparative analysis, classification, the method of expert evaluation, as well as complex methods of classical theoretical research.

The geopolitical value of the Arctic region for the leading world countries is obvious; that is why significant attention is being paid to the development of the Arctic territories by Russia. Experts agree that the natural resources of the Arctic zone of the Russian Federation are of significant strategic importance to the economic development and ensuring the national security of Russia. In particular, the Arctic is of key importance for Russia's economic development: more than 90 % of nickel and cobalt, 96 % of platinoids, and 60 % of copper are mined and produced in the Arctic zone of the Russian Federation [1]. Also, according to research, about a third of the world's natural gas reserves and up to 13 % of the world's oil reserves are concentrated in the Arctic. Thus, the Arctic has a great resource potential for economic use, including exploration and extraction of minerals.

In addition, the geopolitical and economic importance of the Northern Sea Route, which can be used as a transit

route between European and Asian countries, is constantly growing today. Cargo transportation via the Northern Sea Route will allow to achieve significant time and money savings (in the form of reducing fuel and ship operation costs).

Due to the above-mentioned importance of the Arctic region, Russia inevitably has strategic interests and priorities in this zone: 1) increasing its presence in the Arctic region as a result of the development of the icebreaking (including nuclear) fleet, polar aviation, and the creation of polar infrastructure facilities; 2) development of oil and gas projects and technologies that allow for the extraction of minerals in the Arctic region (including on the coastal shelf); 3) securing by the relevant international legal acts the exclusive right of Russia to develop the Arctic sections of the sea and ocean floor, water (ice) space and the lines of demarcation of exclusive economic zones with the rest of the Arctic states; 4) the development of the Russian nuclear missile potential, military space facilities and military-industrial infrastructure due to the fact that the Arctic aerospace direction "Russia — USA" is the shortest compared to similar ones, which significantly reduces the time of approach of ballistic missiles from the United States; 5) expansion of opportunities for navigation (including along the Northern Sea Route), which is an additional source of income from sea transit through the territorial waters of Russia; 6) ensuring reliable protection of state borders and exclusive economic zones within their specified borders.

The whole set of measures for development of Russian Arctic zone was proposed in 2014 in the "Strategy of development of Russian Arctic Zone for the period

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until 2020<sup>1</sup> and renewed in 2020 by the Presidential Decree No. 645 up to 2035, according to which the Arctic zone is proposed to be used as a strategic resource base to accelerate Russia's economic growth, and the Northern Sea Route is considered as one of growth drivers.

These documents distinguish the most significant directions of socio-economic development in the Russian Arctic. In order to execute the Program and the Decree, conceptual, legislative, methodological, organizational and technical bases are being formed. It should be noted that the development of the Arctic zone of the Russian Federation is directly related to the implementation of investment projects aimed at creating infrastructural facilities, industrial complexes, etc. However, general analysis of research and development shows that activities in the Arctic are associated with specific aspects and the following problems: human security and adaptation to climatic and environmental change in the Arctic [2]; economic and social development of the Arctic (including the well-being of ethnic minorities of the North); mobile communication and transport infrastructure; international cooperation for economic development [3]; multilateral cooperation on key economic issues [4]; air traffic and international navigation within the Northern Sea Route; impact of the Covid-19 pandemic on the health of the people living and working there and on the realization of sustainable development goals of the Arctic region<sup>2</sup>; impact of digital innovation on the transformation of production processes in terms of cyclical dynamics [5].

#### Theoretical foundations and research methodology

The paper is based on fundamental works of researchers in economy, political and social sciences, i. e. "Three-Dimensional Trends Superposition in Digital Innovation Life Cycle Model. International Journal of Technology" (V. Minakov) [6], "The essence and problems of modern management consulting" (N. Israfilov) [7], "Memories of the future. Ideas of the modern economy" (M. Khazin) [8] as well as on research papers created with the assistance of Wiseadvice.

In this study, we used the historical method, systems approach, comparative analysis, classification, expert assessment method, as well as complex methods of classical theoretical research.

#### Features of project implementation in the Arctic region

The particular nature of the Arctic region is that small and medium-sized businesses as well as local administrations do not have sufficient financial resources and competence in the field of managing large projects that would allow large-scale investments in the region.

This is especially true for extremely capital-intensive and complex projects related to the extraction of minerals. Therefore, in most cases, it is the large mining companies that become the drivers of the most serious changes in the region.

The largest Russian companies in the Arctic are engaged in the production of hydrocarbons and the exploration of new fields. Such projects are of great importance for the development of the region, as they attract large-scale investments and cause the most serious changes in the region. To this day, the key Russian companies implementing such investment projects in the Arctic region are the following: 1) PJSC "Gazprom" (the company has 30 licenses for fields located in the Arctic region (including the gas production center on the Yamal Peninsula, the Shtokman field in the central part of the Barents Sea shelf, the Urengoy field, etc.); 2) PJSC "Gazprom Neft" (the company is implementing 3 major projects within the framework of the Arctic Time program: the development of the Novoportovskoye, Prirazlomnoye and Vostochno-Messoyakhskoye fields); 3) PJSC "Rosneft" (the company owns 28 license areas on the Arctic shelf with total resources of 34.6 billion tons of oil equivalent); 4) PJSC "NOVATEK" (the company supplies LNG via the Northern Sea Route, achieving significant savings in transport costs (about \$ 3.2 million per flight)); 5) PJSC "LUKOIL" (the company is engaged in the development of the onshore part of the East Taimyr section and the construction of the Varandey terminal).

Among the companies actively operating in the Arctic region, it is also necessary to highlight the GC "ROSATOM", which is endowed with the function of a single infrastructure operator of the Northern Sea Route. According to the plan for the development of the infrastructure of the Northern Sea Route until 2035, the company is responsible for a wide range of activities: from the development of the infrastructure for large investment projects and the preparation of conditions for transit navigation along the Northern Sea Route to solving problems of medicine and personnel support for navigation in the Arctic. In 2019, Rosatom initiated the Northern Sea Transit Corridor (NSTC) project to create a new offer on the international market of logistics services for the delivery of goods between Europe and Asia via the Northern Sea Route. This project involves the creation of an integrated transport and logistics system for international transit sea transportation of cargo, as well as the construction of a commercial fleet and transport and logistics hubs [9].

In addition, investment projects in the metallurgical and chemical industries are being implemented in the Arctic region. Thus, the production facilities of EuroChem Group

<sup>1</sup> Strategy of development of Russian Arctic Zone for the period until 2020. Available at: [https://minec.govmurman.ru/activities/strat\\_plan/arkticzone/](https://minec.govmurman.ru/activities/strat_plan/arkticzone/).

<sup>2</sup> IEA, Global Energy Review 2020: The impacts of the Covid-19 crisis on global energy demand and CO<sub>2</sub> emissions. URL: <https://www.iea.org/reports/global-energy-review-2020>.

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AG, PJSC Norilsk Nickel, PJSC Severstal, PJSC Sibur and PJSC Phosagro are located in the Arctic region. All the above-mentioned companies are also life support operators of the arctic single-industry towns (Kovdor, Kirovsk (Khibinogorsk), Monchegorsk, Olenegorsk, etc.), and in some cases — of entire territories (Vorkuta agglomeration), which imposes a special responsibility on them. Active implementation of projects in the above-mentioned areas often leads to environmental problems. In particular, there was a notorious case involving the ingress of chemicals into the soil near the city of Norilsk on May 29, 2020 due to a fuel spill during the depressurization of a diesel fuel tank at the CHPP-3 in Kayerkan (district of Norilsk), owned by a subsidiary of PJSC “Nornickel”. Such incidents have a negative impact not only on the economic state of the enterprise (the company paid a fine of 146.2 billion rubles<sup>3</sup>), but also on its image in the eyes of society. Today, companies are paying more and more attention to corporate social responsibility (CSR), which consists of observing the interests of the whole society, including ecology. Neglect of environmental standards can have an extremely negative impact on the company in the long term. This should be taken into account by all the companies implementing large investment projects, since in the event of a leak or a breakdown in production, the possible negative effect will be very significant. The same PJSC “Norilsk Nickel” also faces production-induced risks, such as the collapse of the gallery of the crushing workshop on the territory of the Norilsk processing plant on February 20, 2021<sup>4</sup>. The deterioration of the infrastructure and the facilities of enterprises themselves in the Arctic region logically causes increasing concern both in Russia and abroad.

Since the implementation of projects in the Arctic region is associated with various risks, business and government representatives often involve consulting companies for timely identification and effective solution of emerging problems.

**The specifics of the activities of consulting companies**

It should be noted that consulting is defined as professional assistance to managers from specialists, consisting in jointly developed solutions based on the analysis of existing problems of functioning and the potential for further development of the enterprise.

Today most companies face various difficulties in the process of conducting their economic activity. Due to market fluctuations, globalization [10], technological innovation along with the introduction of new legislative initiatives, companies are forced to revise their development strategies on a regular basis. At the same time, any changes

in the company's activity affect the interests of its stakeholders. To resolve emerging problems, companies often turn to the services of consulting agencies in order to obtain unbiased expert opinion [11]. The involvement of consultants provides an expert solution to the problematic situation, as well as helps to identify possible risks and ways to eliminate or minimize them in advance.

The purchase of consulting services is currently considered a more effective investment of funds than the purchase of material assets in many developed countries. When it comes to the advantages of consulting agencies as opposed to in-house specialists, one can note the impartiality of their judgment and a wider range of expertise. Due to the peculiarities of working in a consulting company, these professionals possess extensive knowledge in various areas of business and have the ability to use the successful experience of the previous projects in their work. Such characteristics as deep understanding of strategic management, analytical skills and practical approach to problem-solving are what define a modern professional in the field of consulting [12].

The activity of consulting companies began to evolve at the beginning of the XX century when a corresponding demand arose on behalf of industrial enterprises due to technological and economic changes. It became obvious that without the introduction of strategic, marketing and human resources management it would be impossible to effectively develop a business. In 1926, the largest modern consulting agency McKinsey & Company was founded by J. McKinsey and A. T. Kearney [13].

Modern consulting services can be divided into several areas.

1. Management consulting — designed to achieve positive dynamics of the main indicators of the company, determine the strengths of the business and its competitive advantages, reduce the current expenses of the enterprise, develop a development strategy and recommendations for eliminating existing problems, overcoming the crisis, helps to establish which places of the company are most vulnerable, corrects the company's activities as a whole. This type of consulting includes HR consulting (HR technologies, training and development, talent management, etc.), operational consulting (process management, procurement management, financial management, outsourcing, project management, supply chain management, etc.), strategic consulting (corporate strategy, economic policy, mergers and acquisitions policy, functional strategy, organizational strategy, etc.).

2. Financial consulting is a complex of services that are designed to build a reliable and functional financial management system, based on solving financial problems

<sup>3</sup> Nornikel paid a record fine for an environmental disaster in the Arctic. Available at: <https://www.forbes.ru/newsroom/biznes/423055-nornikel-vyplatil-rekordnyy-shtraf-za-ekologicheskuyu-katastrofu-v-arktike>.

<sup>4</sup> The collapse of the gallery of the workshop occurred at the mining and processing plant in Norilsk. Available at: <https://www.interfax.ru/russia/751845>.

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(budget development, implementation of methods that allow strengthening the company's financial system, changing financial management strategies, optimizing cash flows, etc.), providing assistance on taxation, accounting, and management of monetary assets. It includes such segments as corporate finance, actuarial services, risk management, etc.

3. Technological consulting is a procedure for evaluating the effectiveness of automated control systems and the introduction of information and telecommunications technologies. It includes such areas as IT consulting, implementation of ERP systems,

system integration, enterprise architecture, database analysis, etc.<sup>5</sup>

This classification can be presented in the form of a diagram (Figure 1).

The majority of consulting companies' revenue is traditionally generated by management consulting. According to V. Zhukov, this fact can be explained by several reasons: a high need for automation of control systems, an increased complexity of issues in the management processes of different organizations and lack of experience in problem-solving on behalf of the executives [14].

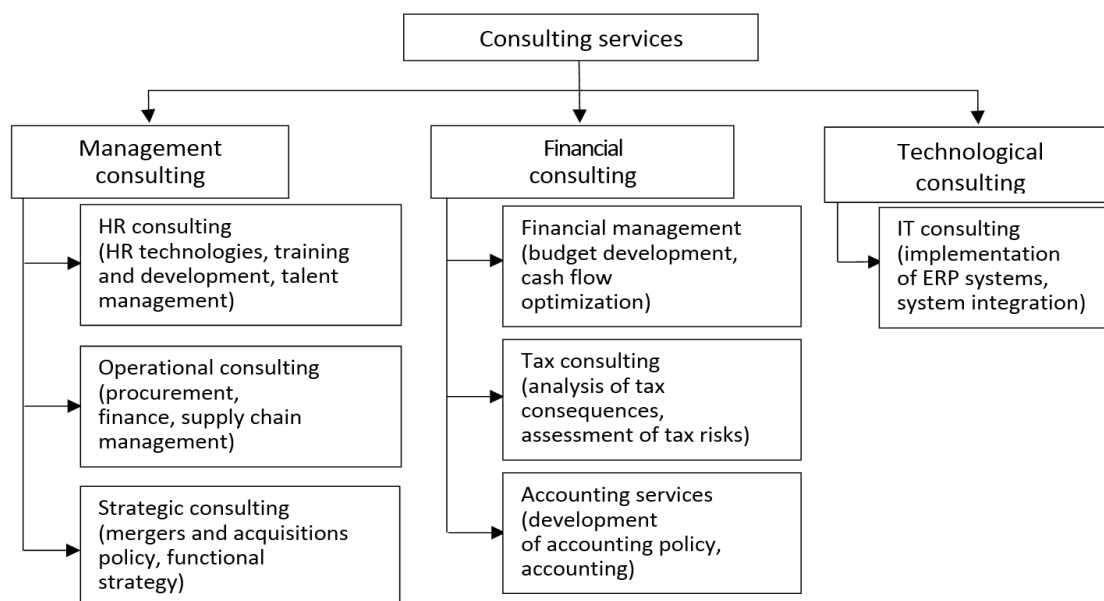


Fig. 1. Classification of consulting services (compiled by the authors)

According to experts, the consulting services market has grown by 73 % over the past ten years<sup>6</sup>. Today, there are more than 1,500 consulting agencies providing management consulting services, 40 of which are considered large [15]. The most well-known among them are the Big Four companies: Deloitte (1845), KPMG (1987), EY (1989), PricewaterhouseCoopers (1998); and the companies of the Big Three: Boston Consulting Group (1963), McKinsey & Company (1926), Bain & Company (1973).

Modern consulting companies can be classified according to various criteria (Figure 2).

The Big Four group includes audit and consulting companies: EY, Deloitte, KPMG, PwC. The priority of these agencies is credibility and reputation, since their clients are the world's largest transnational corporations. A distinctive feature of these companies is the high price

of their services, which allows them to demonstrate substantial financial results. Thus, the joint annual income of the Big Four amounts to more than \$100 billion.

The Big Three (McKinsey, BCG, Bain) specialize exclusively in strategic management. The Big Three companies operate on a smaller scale than the Big Four. The total revenue of the Big Three companies is about ten times less than that of the largest audit companies<sup>7</sup>.

At the same time, there are medium- and small-sized companies that also provide consulting services in different business areas (marketing research, recruiting, business plan creation, etc.). It is also worth mentioning a separate category of consulting agencies that consist of several experts with practical experience in running their own business or previously working in large consulting companies as full-time specialists.

<sup>5</sup> Bricheeva N. N. Formation and development of the consulting services market in Russia // Economic research and development: a scientific research journal. Available at: <http://edrj.ru/article/14-06-17>.

<sup>6</sup> Consulting Services Market Overview in Russia 2019–2020. (In Russ.). Available at: <https://1c-wiseadvice.ru/company/blog/obzor-rynka-konsaltingovykh-uslug-v-rossii-2019-2020/>.

<sup>7</sup> EY Global review 2020. Available at: [https://www.ey.com/en\\_vn/global-review-2020](https://www.ey.com/en_vn/global-review-2020).

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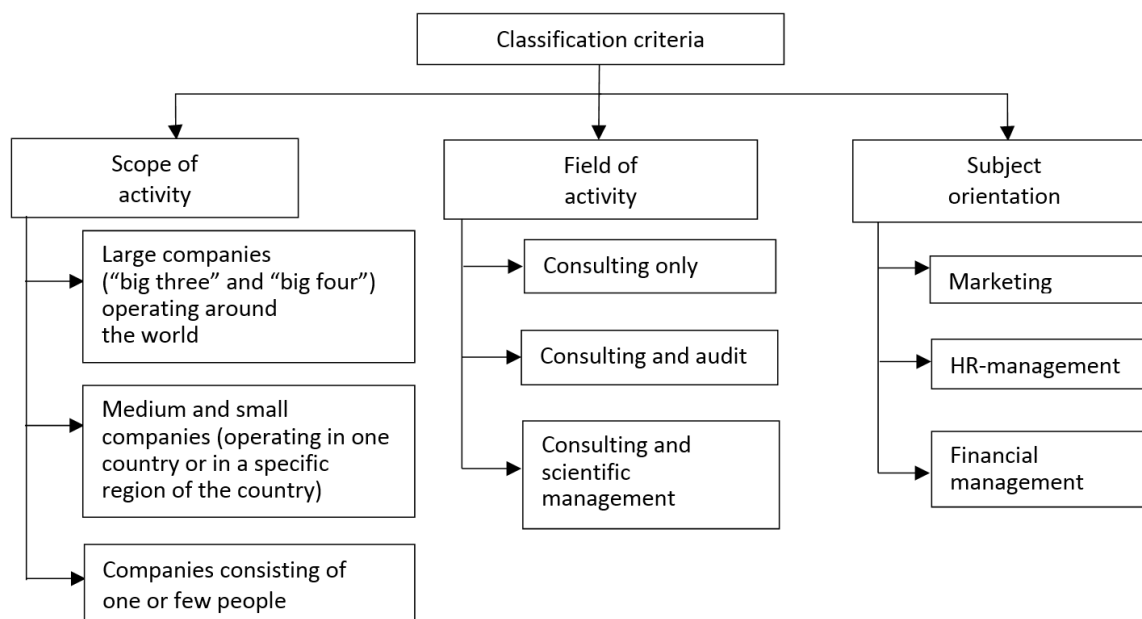


Fig. 2. Classification of consulting companies (compiled by the authors)

Moreover, there are professional associations of consultants and consulting agencies such as: the Association of Management Consulting Engineers (ACME), the International Council of Management Consulting Institutes (ICMCI) and the European Federation of Management Consultancies Associations (FEACO).

Apart from professional consulting associations, there are also organizations where consultants work alongside management educators and professional managers: the European Foundation for Management Development (EFMD); the International Association for Management Development in Dynamic Societies (CEEMAN); the American Management Association

(AMA); the Japanese Federation of Management Organizations (ZEN-NOH-REN).

The consulting services can also be purchased by managers of private enterprises, executives of state-owned companies and governmental agencies, as well as local authorities' leadership. In addition, the state is a rather significant customer of consulting services. For instance, there is a high demand for consulting on behalf of governmental structures within the framework of public-private partnership in such fields as the construction of infrastructure facilities, housing and communal services, the military-industrial complex, etc. Therefore, the consumers of consulting services can be segmented according to several criteria (Figure 3).

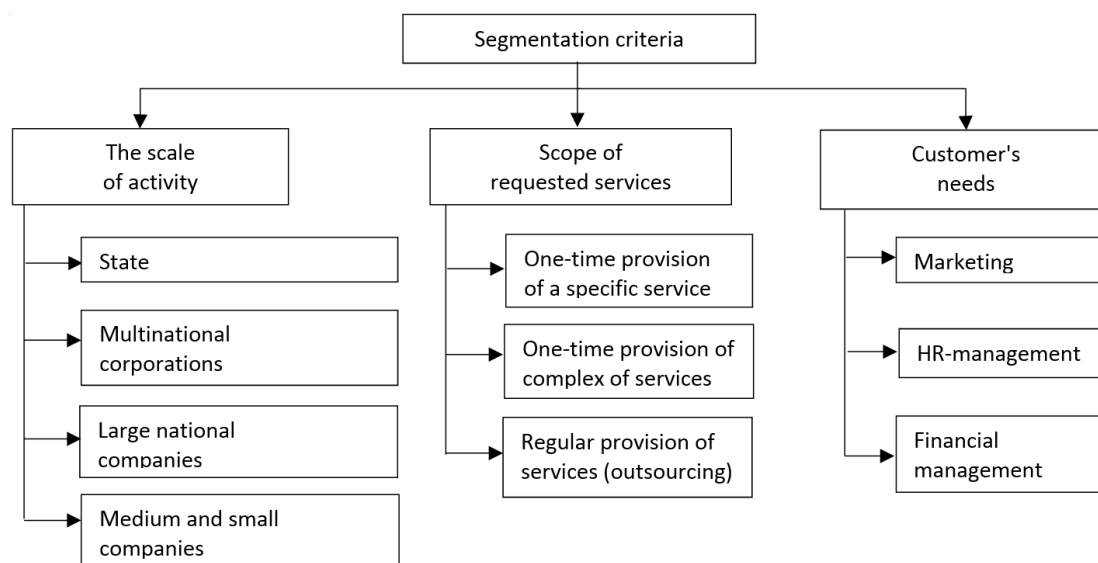


Fig. 3. Segmentation of consulting services consumers (compiled by the authors)

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It stands to mention that the clients of consulting agencies pursue different goals. For one category of clients the quality of the services provided is of utmost importance (while the price is not crucial), and for the other — the best ratio between price

and quality is the key factor. This plays a significant role in the process of choosing a consulting company.

Today's consulting services market can be characterized by the following development trends (Table).

## Current trends of the consulting services market development

Development trend	Description
Competition for personnel	The strategy of consulting companies is directed at developing human capital by increasing the expenses of hiring the most talented employees
Integration of modern technology	The implementation of new technology aimed at combining technological analysis and human capital to improve the quality and volume of services provided
Creation of new consulting models	The development of online platforms to solve difficult strategic tasks promptly, along with the creation of crowdsourcing market that unites business consultants
Extension of the consulting companies' geographical presence	The expansion of large consulting companies in the regions, which may lead to them merging with small local firms
Increased demand for consulting services	The stiffening legislative norms and law-enforcement practices lead to an increased demand for consulting services aimed at reducing risks and protecting the interests of business [16]

Note. Compiled by the authors.

**Conclusion**

Taking into account the increasing global importance of the Arctic, one can conclude that there is an obvious need to form a separate direction in consulting, dedicated to the problems of exploration and development of the Arctic region.

At the moment, there is an increasing demand for consulting services in the field of development and implementation of strategic projects in the Arctic on behalf of commercial organizations and administrative-territorial units of the regions of the Arctic zone of the Russian Federation. In addition to the high geopolitical importance of the Arctic zone, this region has a high economic potential for the implementation of investment projects [17]. Moreover, the implementation of major investment projects in the Arctic zone is not only of economic, but also of strategic importance in terms of maintaining Russia's national interests in this region.

However, the involvement of foreign consulting companies in the implementation of strategic investment projects in the Russian Arctic zone carries political risks [18], since the largest consulting companies are firmly embedded in the western system of business control, which entails a threat to the national security of the Russian Federation.

In general, the system works as follows. As soon as a company (including a Russian one) tries to enter a large international market, it must acquire a rating from an international agency (otherwise it may fall under sanctions as part of an investigation under WTO procedures, not get a favorable loan, etc.). The cost

of the loan is determined by the rating that is issued by rating agencies affiliated with the Federal Reserve and the US monetary authorities. The corresponding rating is granted based on the information that still needs to be obtained. Obviously, no one will trust the company based on its "word" alone, which means that it must hire an audit company affiliated with the same structures.

The audit company arrives and gives such indicators, according to which the agencies grant a low rating. In order to increase it, the company needs to conduct a set of measures that should be determined by a consulting company affiliated with the above structures (previously they were a single entity with audit companies, but today an audit company and a consulting company acting under a single brand are different legal entities). Moreover, formally (on paper) the companies are owned by individuals and are not subsidiaries of foreign firms. However, the control of foreign management in these companies is obvious.

Considering the obvious affiliation with foreign companies, the involvement of Russian divisions of such foreign consulting companies as Ernst & Young, KPMG, PricewaterhouseCoopers, Deloitte, BCG, McKinsey, Bain & Company is not possible. Back in February 2016, Russian Deputy Prime Minister Dmitry Rogozin instructed the Minister for the Development of the Far East, Alexander Galushka, to investigate why the American company McKinsey had participated and become the winner of the Russian competition to create a concept for the development of the Northern Sea Route<sup>8</sup>. The involvement of leading foreign consulting companies affiliated with western players

<sup>8</sup> Rogozin demands to explain the involvement of McKinsey to work on the Northern Sea Route. Available at: <https://ria.ru/20160226/1380745002.html>.

## ПРОБЛЕМЫ ФИНАНСОВО-БЮДЖЕТНОЙ ПОЛИТИКИ НА СЕВЕРЕ И В АРКТИКЕ

in the implementation of strategic projects carries the threat of information leakage, as well as the implementation of the project in the interests of the western leadership.

Thus, it becomes obvious that there is a need to create domestic consulting companies that have broad competency in solving problems related to the implementation of projects in the Arctic zone and will have access to state secret, as well as, in fact, take part in its formation.

As a result of the involvement of consultants in the implementation of projects in the Arctic zone, it is possible to achieve the following results: development and successful implementation of strategic projects in the interests of the customer; improvement of the economic indicators of the customer, due to the implementation of strategic projects; achievement of the global leadership in the field of advanced technologies due to the presence in Arctic zone of the Russian Federation.

At the same time, external experts can be involved in solving the problems of training and attracting specialists with secondary education to work in the Arctic region. According to A. Fadeev<sup>9</sup>, the annual need for personnel with secondary vocational education (shipbuilders, drillers, welders, ship repairers, electricians, etc.) in the Arctic region is from 20 to 30 thousand people. In most cases, specialists with unique qualifications are required to implement projects in the Arctic region.

It should be taken into account that the implementation of strategic investment projects in the Arctic region has several specific aspects that lead to various risks. For example, only Russian oil companies transport liquefied gas and oil in the ice, which is an extremely complex process [19]. Therefore, to timely identify, as well as eliminate and minimize the associated risks, it is necessary to involve appropriate experts. When implementing projects in the Arctic zone, it is advisable to involve experts in the following areas: creation and implementation of concepts for the development of the Arctic

regions of the Russian Federation; analysis of foreign Arctic policies / strategies; development / renewal of the customer's Arctic strategy; ecological and economic risk assessment in the Arctic region; analysis of financial models and investment risks.

In addition, it is necessary to create separate training programs in Russian universities, which will be aimed at preparing experts who have knowledge about the specifics of working in the Arctic region. For the successful implementation of long-term Arctic projects, it is necessary to train highly qualified experts with a wide range of knowledge about the geopolitical, economic and natural conditions of the Arctic region, who are able to participate as external consultants in the implementation of the national strategy for the development of the Arctic and projects of various levels of complexity.

Modern industrial enterprises are potential environmental pollutants, so there is a need for experts with comprehensive knowledge in the field of economics, management and ecology. A consultant in the field of project implementation in the Arctic region needs to possess systematic thinking and knowledge in several interconnected areas of activity such as: geology, geophysics, search and exploration of oil and gas fields on the shelf, drilling and pumping of offshore wells, development and operation of offshore fields, construction and operation of offshore LNG facilities, management of offshore oil and gas projects, risk assessment and decision-making, economics of international maritime projects.

Thus, as a result of the conducted research, it can be concluded that it would be advisable to involve external experts in the implementation of strategic projects in the Arctic region. However, the involvement of foreign consulting companies in the implementation of strategic projects entails a threat to the national security of the Russian Federation [20]. Therefore, it is necessary to create domestic consulting companies with broad competency for solving problems within the framework of activity in the Arctic region.

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<sup>9</sup> The Arctic lacks workers. Available at: <https://www.youtube.com/watch?v=FwLR7gy3mM>.



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**Об авторах:**

А. А. Спиридонов — аспирант, главный специалист;  
Ю. Н. Гладкий — докт. экон. наук, чл.-корр. Российской академии образования;  
К. Ю. Эйдемиллер — канд. геогр. наук, доц.;  
Р. Р. Биктимирова — магистрант;  
М. Л. Фадеева — аспирант.

**About the authors:**

A. A. Spiridonov — Postgraduate Student, Chief Specialist;  
Yu. N. Gladkiy — DOS, Corresponding Member of Russian Academy of Education;  
K. Yu. Eidemiller — PhD (Geography), Associate Professor;  
R. R. Biktimirova — Magister Student;  
M. L. Fadeeva — Postgraduate Student.

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