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## **STRATEGIC ASPECTS OF THE STATE ECONOMIC DEVELOPMENT**

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### **Abstract**

**Introduction.** The current conditions of the development of socio-economic relations, the formation of a single economic space and globalization processes require Ukraine to formulate economic development strategies aimed at achieving strategic priorities, goals and objectives. The availability of effective economic strategies allows the management of socio-economic processes at the state level, taking into account external and internal environmental factors.

**Purpose.** The purpose of the article is to formulate theoretical and methodological foundations of the strategy of economic development of the state.

**Methods.** The methods of system analysis and synthesis, abstract-logical, monographic, generalization, were used in the study.

**Results.** The study of strategy as a scientific category is conducted. Theoretical, methodological and practical approaches to the study of strategy as a social phenomenon are analyzed. The development of fundamental scientific approaches to the interpretation of the concept of strategy is shown. The key tasks of the strategy are considered in determining the limits of adaptation to external factors, and the creation of a concept that is sufficiently stable and flexible to achieve the set goals, regardless of the influence of external forces. The approaches to the strategy are described as a state document that defines the targets for the future, and outlines the main directions of ensuring the vital interests of the country. The boundary is drawn between the importance of strategy for establishing laws and mechanisms of public administration, processes of development and decision making, and substantiation of methodology for setting strategic goals and objectives, choosing the tools for their implementation in accordance with the existing system of industrial relations and economic processes of the state. The necessity of setting the target criterion as a result of the objective regularities of development of the subject of the strategy, as well as the integration of the strategy and economic processes of the state to create an effective economic strategy is proved. The object and the subject of the economic strategy are defined and its purpose and goals are formulated. The mechanisms and tasks of strategy and tactics are analyzed and the essence of the state economic policy is revealed. It is shown that the directions of economic policy are closely connected with the general directions of the state policy, providing adjustment of economic strategies of the subjects of lower levels while adjusting the goals, priorities and tasks of the economic strategy of the state.

**Keywords:** economic development, economic strategy, state economic policy

**JEL classification:** Q10, Q18, O13

## **Introduction**

Modern conditions for the development of socio-economic relations, the formation of a single economic space and globalization processes require Ukraine to form economic development strategies aimed at achieving strategic priorities, goals and objectives. The availability of effective economic strategies allows the management of socio-economic processes at the state level, taking into account external and internal factors of the environment. The presence of stable and predictable economic, legal, and institutional conditions will allow creating a reliable basis for comprehensive and effective strategic planning and control of the results of state economic policy in all spheres of the national economy. In turn, this will contribute to the formation of strong state institutions, a system of measures and mechanisms of effective state policy.

The fundamental issues of strategic planning of the national economy and the formation of state development strategies are explored in the works of foreign scholars: I. Ansoff J. Bryson K. Bowman K. Andrews B. Crosby H. Mintzberg A. Strickland J. Stewart A. Thompson A. Chandler.

A strong interest in the theory, methodology and practice of developing economic strategies of state development was revealed by Ukrainian scientists M. Alimov, Ya. Bazylyuk, V. Bogutskyi, B. Burkynskyi, V. Vakulenko, Z. Varnalii, A. Galchynskyi, V. Geets, O. Goncharenko, B. Danylyshyn, I. Datsii, Y. Zhalilo, V. Kalinchyk, B. Kvasnyuk, V. Kolomyichuk, O. Lapko, S. Lysetskyi, E. Lysytsyn, Y. Malik, V. Mamonova, V. Mesel-Veselyak, L. Musina, S. Pirozhkov, P. Sabluk, V. Tertychka, O. Shubin, Yu. Sharov and others. At the same time, the study of issues of formation and implementation of the economic strategy of the state through the prism of current tasks of ensuring national security and its components needs to be deepened.

### **Purpose of the study**

The purpose of the article is the formation of the theoretical and methodological foundations of the strategy of economic development of the state.

### **Presentation of the main material of the study**

The formation and implementation of a comprehensive economic development strategy will contribute to the acceleration of economic and social transformations, increasing the competitiveness of the national economy and the integration of Ukraine into the modern world economy. The urgent need to transform economic strategy from a formal document to a set of management tools and mechanisms requires the development of scientific provisions on economic strategy as a separate object of research, which is characterized by separate specific laws of formation and implementation, which are specific and unique to the national economy.

Theoretical, methodological and practical approaches to the study of strategy as a social phenomenon are revealed in the scientific works of specialists in various fields. The origin of this term is related to military affairs (translated from the Greek "stratos" - army, "ago" - lead) and means a key aspect of military art related to the preparation, planning and conduct of military operations that affect the outcome of the war [1].

According to the Russian scientist V. Dahl, strategy is "the doctrine of the optimal placement and use of available resources and military forces" [2]. As can be noted, the concept of strategy was initially associated with the specifics of the implementation of military operations. However, despite the mostly "military" approach to the definition of strategy by some scientists [3-5], the universality of this concept became more and more obvious and promising in civilian spheres.

In modern scientific studies, strategy is most often understood as a plan of action in the long-term period of implementation. Given the fact that the course of military operations is affected by factors that are difficult to predict, for example, the unpredictability of the enemy's actions, military experts needed an adequate management lever that would adjust the actions of the military forces in accordance with the set goals and objectives. Therefore, strategy should not be seen as a rigid and unchanging plan of action, but rather as a flexible system of measures that can and should adapt to the behavior of the adversary. For example, the Prussian general G. Moltke considered the strategy "the evolution of the primary management idea in accordance with dynamic external circumstances [6, p. 36].

The strategic principles of the development of non-military spheres are connected, first of all, with the study of the patterns of behavior of the object of strategic planning and the design of possible options for further development and the selection of optimal management tools and mechanisms. The priority in this case should be the aspects of maximum consideration of the laws of the development of the object, the formation of partnership relations, predictability and openness [7, p. 14].

The transformation of the concept of "strategy" is connected with the development of management as a science, which adapted it to the specifics of the functioning of business entities in the market environment. Yes, the American scientist J.B. Quinn interprets strategy as a plan that allows you to integrate the main goals of the organization, its policies and actions into a single, mutually coordinated, managed system. According to the scientist, the plan is not an unchanging list of the organization's actions, they must be mutually consistent with external factors that change. To achieve this, J.B. Quinn uses tactics under which he proposes to understand a system of short-term, adaptive, flexible actions that are used to achieve strategic goals [4, pp. 23-24].

It is the flexibility of the system of necessary tools and the ability to adapt that is the main criterion and functional characteristic of tactics. The key task of the strategy is to determine the limits of adaptation to external factors, and to create a concept that is stable and flexible enough for the organization to achieve its goals, despite the influence of external forces [4, p. 31].

The considered versions of the definition of the term "strategy" are close to the behavioral approach to strategy formation. In particular, in game theory, strategy is interpreted as a complex plan, which involves the selection of alternatives taking into account any possible options for the development of the situation [4, p. 34]. At the same time, significant attention is paid to the possibility of timely response of the organization to the intervention of external forces or factors.

The purpose of the strategy is to ensure the achievement of the organization's goals, despite such intervention, which requires objective consideration of possible directions of external influence and prediction of possible reactions to it in the program of strategic actions [8-9]. In the case of complete predictability of such impacts, the strategy could be transformed into a functional plan from a sequence of predetermined actions. This is possible when the organization functions in stable and unchanged conditions, for example, in a developed market economy. H. Mintzberg defines the strategy of the organization as a unified, comprehensive, integral plan to ensure the fulfillment of the main tasks [4, p. 35].

A planned approach to the interpretation of the essence of the strategy is followed by the scientist S. Yerokhin, who considers the economic strategy to be a comprehensive plan for achieving a long-term goal, which includes directions, tasks and priorities of the subject's economic development and a set of relevant measures, actions and decisions [10, p. 18].

The above-mentioned approaches to the interpretation of strategy are impractical in the case when the organization introduces innovative technologies, develops new market niches, products, etc. In this case, the influence of environmental factors is so significant that it does not allow to fully take into account all possible reactions and actions of the firm to these

factors. Therefore, it is necessary to determine the general approaches used by the organization to solve the strategic tasks. According to B. Budzan, the strategy is a set of rules that are guided by management decisions to ensure the implementation of the mission and the achievement of the organization's goals [11, p. 71].

The Russian scientist V. Solovyov defines strategy as a general direction of movement, a general line of step-by-step goal achievement, a leading direction of movement for step-by-step achievement of set goals [12, p. 67]. A similar definition is contained in the economic dictionary edited by S. Mocherny, where economic strategy is a long-term course of economic policy aimed at comprehensively solving important economic and social problems [13, p. 88]. H. Mintzberg in the study of strategy as a scientific category presented it according to the principle of "five "Rs": plan, methods (ways of implementing the plan), model of behavior, position in relation to others and perspective (plan, ploy, pattern of behavior, position in respect to others, perspective) [14, p. 11].

It is expedient to emphasize the mandatory definition of objectives (missions, goals, tasks), the achievement of which the strategy should be aimed at. According to A. Chandler's definition, strategy is a system of the organization's main long-term goals and objectives, necessary measures and actions, as well as resources to achieve goals [15, p. 13]. Therefore, setting goals is the starting point of strategic planning.

Specialists of the Ministry of Economy and European Integration and experts of the UN Development Program in 2003 developed a joint research project "Strategic Documents of Socio-Economic Development", which provides the following options for defining the strategy: "a long-term generalized complex of interconnected and interdependent decisions that determine priority areas of development of the economy, industry, region, etc."; "a system of conceptual goals and tools for their achievement... something that combines tactical short-term actions into a system that ensures strategic results"; "a long-term generalized plan for the management of an object, sphere or system" [7, p. 18].

Scientist V. Manov considers strategy a generator of development opportunities, the main function of which is to create prerequisites for achieving set goals [16, p. 297]. If the formation of tactical goals is based on the structure of the entity that will achieve them, the strategy should provide for the structural modification of this entity. Methodologically important in this approach is the focus on variability in the strategic perspective of structural features (coefficients or independent variables) of models that are considered unchanged in the short term.

A similar position is expressed by G. Pocheptsov, who considers it necessary to strengthen the role of strategy during the transition between different states of the system, when traditional processes go beyond the natural boundaries of the system, and therefore, the ability of strategy to structure the environment and activity [17, p. 4-5].

According to the Ukrainian scientist O. Shubin, strategy is the direction of the organization's activities, which covers resources and competencies and provides for obtaining competitive advantages in the market [18, p. 470]. Scientists O. Goncharenko and E. Lysytsyn, who studied national security, define strategy as a category that allows establishing the relationship between policy goals and tools for their achievement [19, p. 26]. However, the given definitions currently do not fully reveal the nature and regularities of the formation of economic strategies.

In public administration, a strategy is most often understood as a specific document that contains goals, tasks, criteria for achieving goals, tools, as well as a defined subject of its implementation, in particular, state authorities for a state strategy. O. Goncharenko and E. Lysytsyn define the strategy as a specific basic pragmatic document that defines target orientations for the future and outlines the main directions for ensuring the vital interests of the country [19, p. 27].

In recent years, the executive authorities of Ukraine have developed a set of strategic documents containing strategic goals, directions and tools for the development of the main areas of the national economy, in particular:

- Strategy for Sustainable Development “Ukraine – 2020” (Decree of the President of Ukraine dated 12.01.2015 No. 5/2015);
- Strategy of development for the agrarian sector of economy for the period till 2020 (Order of the Cabinet of Ministers of Ukraine dated 17.10.2013 No. 806-r);
- Strategy for the development of export of agricultural products, food and processed food products of Ukraine for the period up to 2026 (Order of the Cabinet of Ministers of Ukraine dated 10.07.2019 No. 588-r);
- Strategy of innovative development of economy of Ukraine till 2030 (Order of the Cabinet of Ministers of Ukraine dated 10.07.2019 No. 526-r);
- Strategy for promoting attraction of private investments in agriculture for the period up to 2023 (Order of the Cabinet of Ministers of Ukraine dated 05.07.2019 No. 595-r);
- About the basic principles (strategy) of the state environmental policy of Ukraine for the period till 2030 (Order of the Cabinet of Ministers of Ukraine dated 28.02.2019 No. 2697-VIII);
- Export strategy of Ukraine (strategic trade development road map) 2017-2021 (Decree of the Cabinet of Ministers of Ukraine dated 27.12.2017 No. 1017-r);
- State regional development strategy for the period up to 2020 (Order of the Cabinet of Ministers of Ukraine dated 06.08.2014 No. 385) and others [22].

The study of strategic documents in various spheres of the national economy is important for establishing laws and mechanisms of state administration, development processes and management decision-making, but it does not allow giving reasonable answers to fundamental questions about the methodology of setting strategic goals and objectives, choosing tools for their implementation in accordance with the existing system of production relations and economic processes of the state.

For the formation of a strategy, regardless of its level, the primary aspects are a well-founded formulation of goals and a reliable and objective determination of the subject's capabilities. It is natural that even at the level of a modern enterprise, which functions in the conditions of the modern national and world economy, not to mention the economy of the state as a whole, it is impossible to define these aspects exclusively within the boundaries of management science. As D. Teece points out, strategic managers often disagree with economists due to significant differences in the justification of initial (starting) assumptions. According to the specialist, strategic management does not take into account the possibility of economic analysis [20, p. 87]. The concentration of strategic planning only on managerial tasks relieves managers of responsibility for not taking into account objective limitations, and as a result - the inconsistency of goals with opportunities and the inability to develop strategic plans focused on a long-term perspective.

The above argues the need for integration of managerial and economic knowledge. According to a number of American scientists (D. Besanko, D. Dranove and M. Shanley), understanding economic processes allows for the development of more effective and transparent strategies due to the clear establishment of the relationship between strategic goals and priorities and the obtained result [21]. Managers using economic knowledge and research should objectively take into account most factors, which limits the space for management maneuver, but significantly increases the effectiveness of management. Therefore, the integration of strategy and economic processes allows you to create an effective economic strategy.

The interpretation of the concept of "economic strategy" should take into account the mandatory scientifically based target criterion - an integral characteristic of the strategy. This criterion should be established as a result of the action of objective patterns of development

of the subject of the strategy. Economic strategy should take into account the patterns of strategic behavior of the subject of the strategy and the development of the socio-economic system, which will allow creating a reliable foundation for the effectiveness of economic strategies. At the same time, the main goal of the operation of the subject of the strategy from an economic point of view is to ensure the continuity and integrity of existence as a system. In the economic system, such existence ensures the constant reproduction of the subject of strategy in the system of production relations. But system integrity as a key goal of the strategy should also provide for the possibility of systemic transformation of the subject of the strategy. Such modification is a necessary condition for adaptation to external conditions and further reproduction of the subject. From another point of view, system transformation needs a clear strategy, because when the nature of internal system interrelationships changes, the strategy cannot be implemented without mechanisms for its adjustment.

Based on the researched approaches to the definition of the concept of "strategy", it is advisable to formulate an economic strategy as a whole system of actions of the entity aimed at realizing the goal, tasks and priorities of its economic reproduction, taking into account the complex of influences of external and internal factors in the long-term period of time. Economic tactics are a form of implementation of economic strategy, which includes a set of measures to adapt the subject and influence individual economic processes in order to achieve the objectives of the economic strategy.

So, the subject of economic strategy is any subject (organization, state, association of states, etc.) capable of influencing the processes of its own reproduction. Based on the subject of the strategy, the level of its formation can be determined. In further research, the concept of "economic strategy of the state" should be used.

The object of economic strategy is the resources available to the subject of the strategy, own or engaged, on which he can influence directly or indirectly. Therefore, the potential availability of resources requires taking into account such a specific object of strategy as the decisions of other strategic subjects of the same level, which the subject can also influence in different ways. In this context, the strategy is considered as a system of actions aimed at attracting additional reproductive resources.

The goals of the state's economic strategy are to reproduce both the state itself and the socio-economic system as a whole. At the same time, within the framework of the economic strategy of the state, there is a confrontation between various components with different interests. Thus, economic entities are focused on their own reproduction and development and creation of economic strategies based on these interests, and the state represents the interests of the development of society. Therefore, the peculiarities of subject-object relations and the significant role of the subject are the reason for the emergence of a number of interrelated problems in determining the priorities of the economic strategy of the state and the subject that forms and implements them in practice. Identified specific disagreements can cause inconsistency between strategic directions and tasks, which will ultimately reduce the effectiveness of the state's economic strategy.

A special characteristic of a strategy is its integrity, which is all the more important the more complex the strategic subject is. The main goal of the state economic strategy is to guarantee stable reproduction and socio-economic development. From this point of view, the state as a subject of strategy is the personification of society, since the functioning of the state as an element of society is a consequence of its stable and harmonious development.

The state's economic strategy should be aimed at forming mechanisms for monitoring and managing the development of elements of the socio-economic system, conditions for the implementation of strategic goals and ensuring social reproduction. The economic strategy is interconnected with other state development strategies, which are combined into a single state development strategy, and also covers the strategies of entities at different levels.

The tasks of the economic strategy of the state are established in accordance with the specifics of the socio-economic system and are actually a system of flexible long-term economic policy goals aimed at managing the development of economic entities of various levels. Market conditions of business leave an imprint on the specifics of these goals, which are mainly focused on guaranteeing stable, balanced economic growth, high employment of the population, rational structure of production and resource allocation, fair distribution of income and property, stability of the financial and credit system, foreign economic balance, transparent economic and legal environment, etc. [7, p. 17]. The priorities of the state economic strategy are established in accordance with the actual conditions of the functioning of the socio-economic system.

Economic tactics are focused on the implementation of strategic measures, predicting the object's possible response to the measures taken, monitoring and evaluating their effectiveness, adjusting and developing methods and means of influencing the object of management. Subjects of economic tactics can be state bodies and institutions, as well as non-state institutions that take on separate functions of tactical management. The object is the activity of economic subjects, the management of whose development is carried out through indirect influence on economic indicators and performance results, or direct influence directly on their activity. Obviously, the subject and object of economic tactics specify the subject and object of the state's economic strategy.

State strategy and tactics are constantly faced with the problems of conflicting interests of various economic entities. Solving these problems is possible by adjusting both economic tactics and economic strategy. Strategy combined with tactics ensure state management of the functioning and development of the economic system. The formation of the strategy is due to the significant influence of institutional factors, while the tactics are relatively independent, as they directly depend on the specifics of the economic system. In the absence of integration of strategy with specific factors of system functioning, tactics lose their effectiveness along with economic strategy. Therefore, the economic strategy needs to take into account the objective laws of the development of society, and is limited to economic tactics. On the other hand, the specification of the subject of economic tactics contributes to the incoherence of the actions of individual institutions of state power, when under undefined strategic tasks these institutions begin to shift their emphasis to their own interests. Therefore, the effective interaction of the state's economic strategy and tactics depends on a transparent institutional and legal framework for the functioning of the economic system.

Economic strategy in connection with economic tactics form the economic policy of the state, which should be understood as the activity of state authorities and management in determining strategic goals, priorities, tasks, tools of economic tactics for their achievement, as well as the application of these tools [7, p. 19]. The directions of the economic policy are closely related to the general directions of the state policy, ensuring the adjustment of the economic strategies of subjects of lower levels when adjusting the goals, priorities, tasks of the state's economic strategy.

### **Conclusion and the perspectives of further research**

The conducted research showed that the integration of strategy and economic processes allows for the creation of an effective economic strategy, since the consideration of economic processes allows for the development of more effective and transparent strategies due to the clear establishment of the relationship between strategic goals and priorities and the obtained result.

The economic strategy should be understood as a complete system of actions of the entity aimed at realizing the goal, tasks and priorities of its economic reproduction, taking into account the complex of influences of external and internal factors in the long-term period

of time. Economic tactics are a form of implementation of economic strategy, which includes a set of measures to adapt the subject and influence individual economic processes in order to achieve the objectives of the economic strategy.

The state's economic strategy should be aimed at forming mechanisms for monitoring and managing the development of elements of the socio-economic system, conditions for the implementation of strategic goals and ensuring social reproduction. Economic tactics are focused on the implementation of strategic measures, predicting the object's possible response to the measures taken, monitoring and evaluating their effectiveness, adjusting and developing methods and means of influencing the object of management.

Economic strategy in connection with economic tactics form the economic policy of the state, which should be understood as the activity of state authorities and management in determining strategic goals, tasks and priorities, tools of economic tactics for their achievement.

In Ukraine, a system of state strategies aimed at creating conditions for the economic development of various sectors of the national economy has been developed. The development and implementation of economic strategies requires the identification of key priorities for sustainable economic development, the implementation of modern tools and mechanisms of state economic policy, and the social orientation of state strategic management. State strategies are the basis for the development of projects of state, regional, branch, target programs of socio-economic development aimed at various sectors of the national economy.

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