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Innovative approaches to the strategic management of the regional economy

The article explores the role of forecasting in the regional planning system and new approaches to strategic planning at the regional level, in particular roadmapping.

Keywords: forecasting, strategic planning, roadmapping.

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Інноваційні підходи до стратегічного управління регіональною економікою

У статті досліджено роль прогнозування в системі регіонального планування та нові підходи до стратегічного планування на регіональному рівні, зокрема дорожнього картування.

Ключові слова: прогнозування, стратегічне планування, дорожня карта.

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Инновационные подходы к стратегическому управлению экономикой региона

В статье исследована роль прогнозирования в системе регионального планирования и новые подходы к стратегическому планированию на региональном уровне, в частности дорожное картирование.

Ключевые слова: прогнозирование, стратегическое планирование, дорожная карта.

Formulation of the problem

Recently, the role of forecasting in social-economic planning has received increasing interest from economists in the context of decentralization reform that is currently underway in Ukraine. Forecasting has been considered from different angles. First, after an initial prediction, forecasting is the next step in the strategic planning of the regional development. Taking into consideration the emergence of new units of administrative and territorial structures of our country – the communities – it should be emphasized that forecasting is a fundamental basis for further planning of their activities and social-economic development.

Second, in recent years, forecasting has become increasingly important as financial security of regional policies grows and local authorities have more opportunities to influence the vectors and intensity of local development.

Third, forecasting becomes a determining stage for further programming and designing regarding development of the territory. Currently every level of government implemented a project approach that includes the development strategy of the region / territory with a compulsory forecast of social-economic development and a plan to implement the territory development strategy, which consists of technical tasks for regional development projects as well as the actual projects that can be implemented at the expense of budgetary and extra-budgetary funds.

Nowadays, improvement of regional management becomes a crucial factor for sustainable development of territories.

Analysis of recent research and publications

Problems of forecasting and programming of economic and social development of Ukraine, the use of economic and mathematical modeling are in the focus of well-known Ukrainian experts, including V. Geyets, B. Grabovetsky T. Klebanov, E. Libanova, Ositnyanko A., M. Pashuto, A. Cherniak etc. However, the issues of social-economic forecasting and development planning are considered separately by most researchers and moreover, they are often isolated by types of forecasting: demographic, economic, budgetary, etc. that complicates their integrated usage in creation of plans and programs for the development of specific areas. Strategic planning in its practical aspect is in the focus of many research institutions and organizations in Ukraine, such as Civil Society Institute, The Institute for Regional Studies of National Academy of Science of Ukraine named after V.Dolishniy, Institute of Economic Research and Policy Consulting and others [8].

Part of the problem not solved before

Despite the considerable attention that is currently paid to the forecasting and regional planning, the relationship between the key instruments of regional management and guarantee financing remains weak, the guidelines for planning in regional sectors of the economy are not formed.

Purposes of the article

In response, the main purposes of this article are to analyze the existing approaches to the strategic management of the regional economy and to develop new ones.

The main material of the research

The role of forecasting in a regional planning system appears to be crucial, especially at the first stages when regional strategies are being designed. Table represents regional planning stages in compliance with administrative documents and the extent of their impact on regional development [1].

Table

The role of forecasting in the system of economic leverages at regional level

Process / stage of the regional development planning	The key document that provides management process	Guaranteed funding from all levels of budgets	The degree of influence on regional economic development
1. Vision	Regional strategy	-	Weak
2. Forecasting	Regional strategy/Regional strategy implementation plan	-	Medium
3. Programming	Program of social-economic development/Sectoral regional program	+	High
4. Projection	Regional development projects	+	High

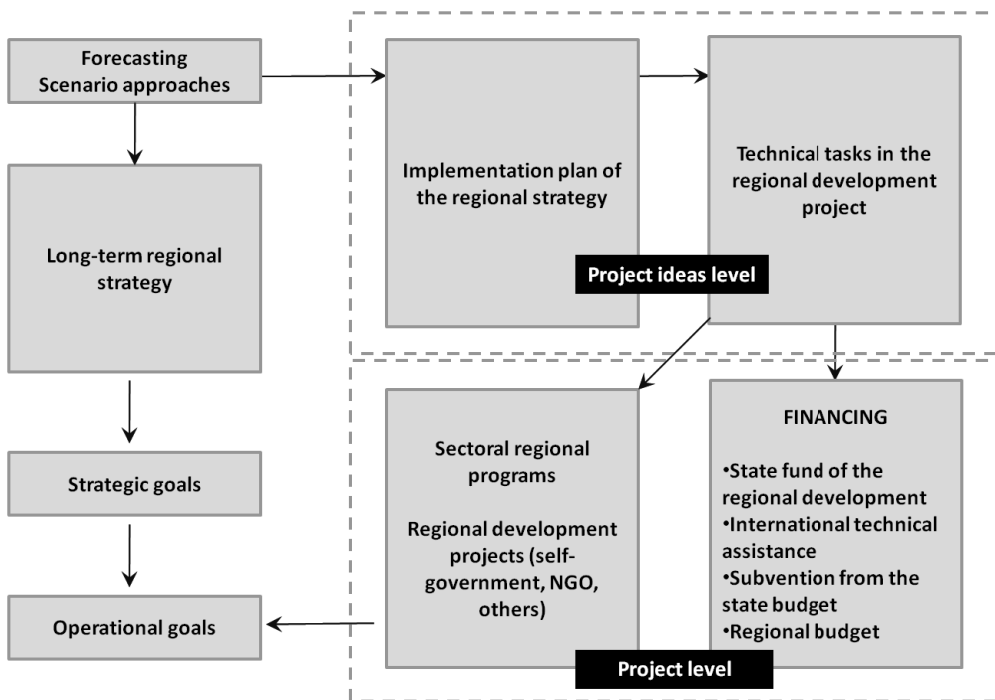


Fig.1. Levels of strategic planning and possible sources of funding for regional development projects

In the planning system at the regional level (fig.2), we can distinguish several important components.

The first component is regional social-economic diagnostics that means a stage of deep retrospective analysis of all sectors of the regional economy with the detection of turning points and identification of imbalances.

The second component is the forms of implementation planning at the regional level, where forecasting, scenario planning and roadmapping play a crucial role.

The structure of social-economic development scenarios of the region reflects a hypothetical picture of events that permanently unfold in time and space, constituting the evolution of the entire social-economic system. To design these kinds of scenarios economists use such methods as correlation analysis, trends extrapolation, expert

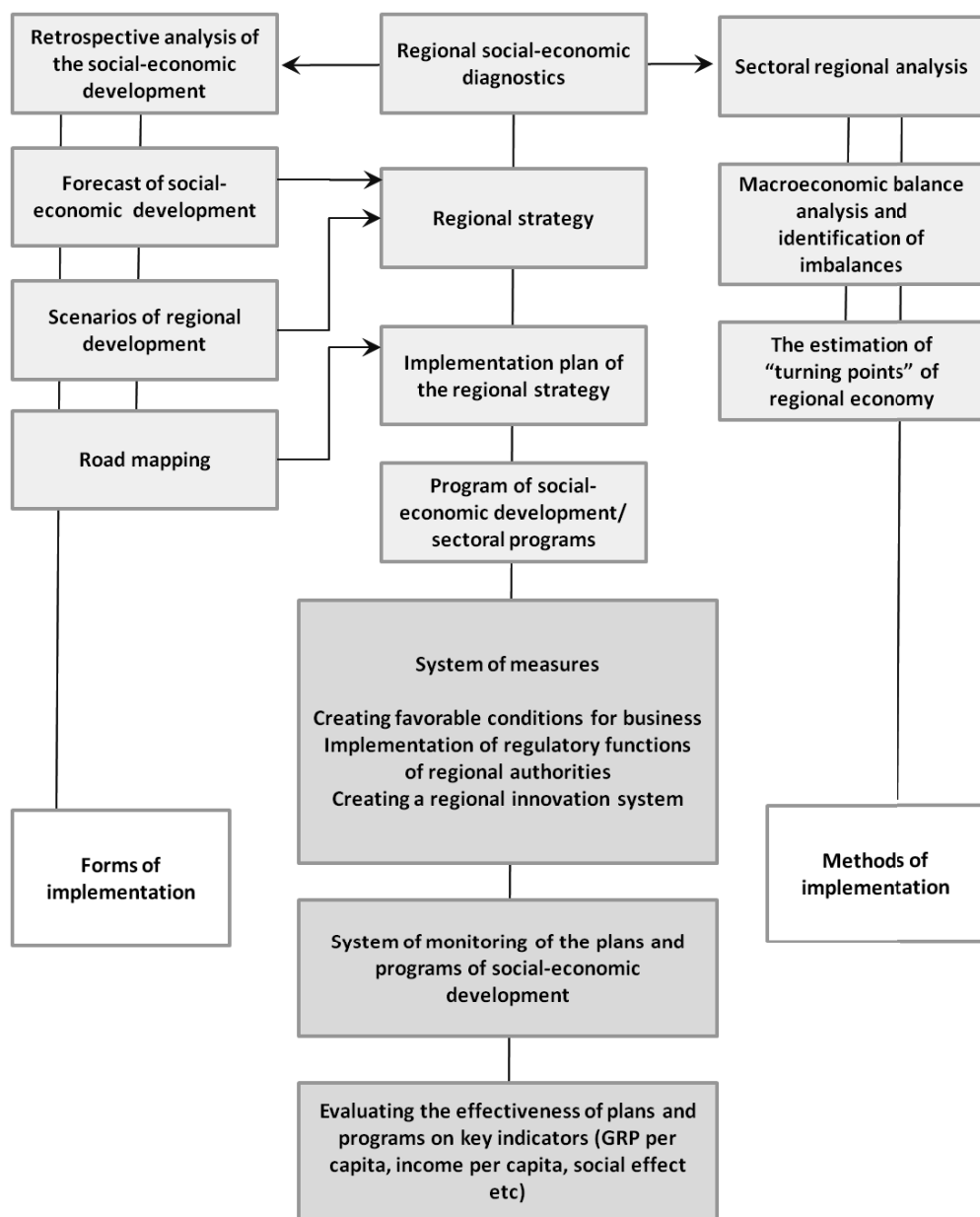


Fig. 2. The planning system at the regional level

analysis, computational constructive method, interval forecasting, qualitative analysis and others.

Consequently, in market conditions, scenario forecasting application brings considerable benefits to the communities. It provides better understanding of the situation and its evolution with a more effective assessment of potential threats; identifies opportunities and possible viable activities; improves adaptation to environment changes.

The scenario approach becomes more effective in combination with the roadmap approach which, on the one hand, is a tool of prediction (forecasting) and, on the other hand, is an instrument that helps specify strategic plans.

Usually, the roadmap is a graphical diagram algorithm that reflects the most im-

portant steps and expected results of these steps in “nodes”. A “map node” indicates a phase of the project as well as a management decision time point, whereas segments between the “nodes” represent cause-effect relationships between them.

Since the basis of roadmapping process is a need for a particular product and technology by which it is produced, this tool can be widely used in strategic planning development [5].

Unfortunately, in practice, public administration at all levels of government identifies roadmapping only with the action plan drafting. This interpretation of the roadmap is too narrow.

We propose to denote a roadmapping as a method of forecasting and strategic planning which includes the following elements [9].

1) Analysis:

- Analysis of the social-economic situation (SWOT, PEST, SNW), evaluation of resources, creating a problem tree;
- Assessment of the needs of local communities; estimation of the “product” that meets the needs of local communities;
- Estimation of production opportunities of the “product”;

2) Identifying attitudes (“development constant”) based on current and future needs of the local population.

3) Forecast:

- Identifying all possible scenarios;
- Selecting manageable development options;

4) Target settings:

- Definition of models of the object future state;
- Identification of units (social-economic hubs);
- Creating controllable scenarios;

5) Action Plan:

- Developing objectives tree;
- Designing a stepwise action plan to achieve the goals;

6) Development of a mechanism for monitoring and adjusting the roadmap.

The main difference of the roadmap from the strategic plan consists in multivariate object development and identification of key nodes of development (social-economic hubs).

If forecasting and scenario planning are widely used in the system of regional planning in recent years, the roadmapping is quite a new method in this area.

The benefits of roadmapping as a method of strategic forecasting and planning include the following:

- Creation of a roadmap promotes shared values, better understanding of the situation in general by the subjects of strategic planning;
- A roadmap allows for the possibility of a nonlinear situation;
- It focuses on the innovative development of the regional economy;
- The main difference of the roadmapping from other methods is multivariate predictable events and preparation of local authorities to be ready to act depending on the implementation of an option;
- A roadmap can agree trajectories of individual industries.

The roadmap for the food industry of Lviv region 2020 (Fig. 3) allows to define an action plan based on different variants of industries development - from the most negative to the most optimistic scenario. Thus, for companies oriented to the domestic market and the internal resources (such as “Radekhiv sugar factory”), the most optimistic scenario is qualitative marketing and promotion of products that will help expand the

Food industry of Lviv region					
A Companies that are oriented to local resources (example – «Radekhiv sugar factory»)		B Large SOEs (example – alcohol industry)		C Enterprises – part of international holding companies, oriented to imported raw materials and have a strong brand (for example – confectionery factory «Svitoch»)	
SNW - analysis					
S developed agricultural base		S developed industrial base		S product quality, marketing	
N consumer confidence		N human resources		N organizational management structure	
W product quality, marketing		W high degree of depreciation of fixed assets		W the dependence of sales on income – a high proportion of «premium» group goods	
Variants of sectors development					
1. Dynamic development through competent marketing and promotion		1. The stagnation in the industry due to lack of investment and demand		1. The implementation of new production capacity. An increase in sales	
2. Reducing the volume of production and sales because of non-competitiveness compared to imported analogues		2. Successful diversification of production		2. A decrease in sales due to lower incomes	
3. Stable pace of development and domestic sales, regular customer oriented		3. Privatization, PPP		3. A reduction in sales due to increased competition	
Social-economic hubs					
1-2-1	1-2-3	3-3-1	3-2-3	3-1-3	2-1-2
Action Plan for each variant of the industry					
Promotion of domestic producers	Ad campaigns for domestic manufacturers	Quality control	Quality control	Quality control	Study for manufacturers, preferential loans, leasing
Farmers cooperation	Credit lines for farmers	Corporatization of state enterprises	Farmers cooperation Credit lines for farmers	Sales of businesses radical redevelopment	Sales of businesses radical redevelopment
Implementation of new export opportunities	Social entrepreneurship, cooperation with other brands	Implementation of new export opportunities	Social entrepreneurship, cooperation with other brands	Social entrepreneurship, cooperation with other brands	Marketing of other groups of goods, reduction of cost of advertising and brand

Fig. 3. The roadmap of food industry development

domestic market and fill new niches to sell their products. Social-economic hub 1-2-1 is a set of measures of regional policy, which enables users to achieve the most efficient development of the industry. This set includes such measures as promotion, sale and export opportunities as well as agricultural cooperation. In contrast, the social-economic hub 2-1-2 is a set of measures to be taken in case of the worst scenario. Given the decrease in sales in export-oriented industries, stagnation of public food companies, reduced production of domestic manufacturers because of non-competitiveness, it is essential to train producers, introduce preferential loans and leasing; meanwhile, an effective strategy for state-owned enterprises will be privatization and / or radical redevelopment, for marketing giants, it will be vital to focus on other groups of goods and reduce costs of advertising and brand.

Conclusions

Having analyzed the existing approaches to the improvement of the regional management system where an important emphasis is given to forecasting, scenario approach and roadmapping, this study revealed the need for integrated usage of those methods. In response, a new approach to strategic management of the regional economy including roadmapping methodology was tested for specific sectors. This approach displays a range of benefits for users as it allows for the possibility of nonlinear situation, focuses on the innovative development of the regional economy, enables multivariate analysis of predictable events, makes local authorities ready to act depending on the implementation of an option, and also aligns the trajectories of individual industries.

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Сутність та сучасні методи просування продукції в системі маркетингу

У статті розкрито сутність поняття просування продукції, викладено завдання процесу просування продукції. Зображено політику просування як головного інструмента реалізації маркетингової стратегії на підприємстві. Охарактеризовано основні елементи комплексу просування продукції та сучасні інструменти просування товару.

Ключові слова: *просування продукції, маркетингова діяльність, маркетингова комунікація, методи просування продукції.*

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Сущность и современные методы продвижения продукции в системе маркетинга

В статье раскрыта сущность понятия продвижения продукции, изложены задачи процесса продвижения продукции. Отобразжена политика продвижения как главный