

**Тумчышын Юлія**

*PhD in Economics, Doctoral*

*Dolishniy Institute of Regional Research of NAS of Ukraine*

**Тимчишин Юлія Василівна**

*кандидат економічних наук, докторант*

*ДУ «Інститут регіональних досліджень*

*імені М.І. Долишнього НАН України»*

## **FEATURES OF STRATEGIC MANAGEMENT OF REGIONS'**

### **ECONOMIC SECURITY**

## **ОСОБЛИВОСТІ СТРАТЕГІЧНОГО УПРАВЛІННЯ ЕКОНОМІЧНОЮ**

### **БЕЗПЕКОЮ РЕГІОНІВ**

***Summary.** The article develops concept of strategic management as a system of actions necessary to achieve the goals, often in conditions of limited resources. The terms strategy, economic strategy and strategic management of economic security of regions are considered as a specific strategic action plan aimed at developing the economy of the regions, which, in turn, is manifested in the development of social, cultural and other areas of activity of the regions. The principles of strategic management of economic security of regions are characterized: systemic - strategic management should take into account all components of the region's economy as a system, be aimed at different areas of economic security of both subjects and objects of economic development of regions, strategic measures should be systemic related economic security management processes; regularities - to take into account the regularities of regional*

*development and to have institutional support; planning and continuity - strategic management should be continuous, the directions of economic security should not contradict and agree with each other, be reflected in regional integrated programs; Interactions - measures should be aimed at ensuring the security of regional development and be accompanied by coordinated actions of all participants in this process, including by bringing information to the subjects of strategic management measures. It is noted that the features of strategic management of economic security at the regional level in relation to the national, they include: - the close proximity of diversified regional producers who are able to respond quickly to changes in effective demand; - availability of local labor funds with a concentration of specific skills; - involvement of regional actors in transnational networks; - development of industrial and social regional infrastructure that contributes to economic security. The determinants of the meso-level are substantiated, according to the territorial aspect the following characteristics of the regions should be attributed: - resource provision and potential opportunities of the regions; - regional features; - development of regional infrastructure; - attractiveness of the region (regional level of employment and unemployment; standard of living in the region; investment attractiveness; availability of natural and other resources; branched transport infrastructure). The main obstacles to effective strategic management of economic security of the regions are revealed: distrust of business entities in the methods of public administration and reform of economic relations, administrative barriers and corruption component of economic activity, etc. However, the introduction and implementation of strategic management of economic security of regions in terms of decentralization of management form a competitive business environment, ensure economic development, stability and stability of the economic system of the region through the interest of all actors of economic security.*

**Key words:** *economic security of regions, strategy, strategic management, determinants, economic development, region.*

**Анотація.** *Висвітлено поняття стратегічного управління як системи дій, необхідних для досягнення поставлених цілей, найчастіше в умовах обмеженості ресурсів. Розглянуті терміни стратегія, економічна стратегія та стратегічне управління економічною безпекою регіонів, як певний стратегічний план дій, який спрямований на розвиток економіки регіонів, який, у свою чергу, проявляється у розвитку соціальної, культурної та інших сфер діяльності регіонів. Охарактеризовано принципи стратегічного управління економічною безпекою регіонів: системності – стратегічне управління повинно враховувати всі складові економіки регіону як певної системи, бути спрямовано на різні напрями забезпечення економічної безпеки як суб'єктів так і об'єктів економічного розвитку регіонів, стратегічні заходи повинні мати системний характер взаємопов'язаних процесів управління економічною безпекою; закономірності – враховувати закономірності розвитку регіонів та мати інституційне забезпечення; плановості та безперервності – стратегічне управління повинно мати безперервний характер, напрями щодо забезпечення економічної безпеки повинні не суперечити та узгоджуватися один з одним, відбиватися у регіональних комплексних програмах; взаємодії – заходи повинні бути спрямовані на забезпечення безпеки розвитку регіонів та супроводжуватися скоординованими діями всіх учасників цього процесу, у тому числі за рахунок доведення інформації до суб'єктів щодо заходів стратегічного управління. Зазначено, особливості стратегічного управління економічною безпекою на регіональному рівні по відношенню до національного, до них можна віднести:*

- *безпосередню близькість різногалузевих регіональних виробників, які*

*спроможні швидко відреагувати на зміни платоспроможного попиту; - наявність локальних фондів робочої сили із концентрацією специфічних навичок; - залучення регіональних суб'єктів до транснаціональних мереж; - розвиток виробничої й соціальної регіональної інфраструктури, що сприяє забезпеченню економічної безпеки. Обґрунтовано детермінанти мезорівня, за територіальним аспектом слід віднести такі характеристики регіонів: - ресурсне забезпечення та потенційні можливості регіонів; - регіональні особливості; - розвиток регіональної інфраструктури; - привабливість регіону (регіональний рівень зайнятості та безробіття; рівень життя в регіоні; інвестиційна привабливість; наявність природних та інших ресурсів; розгалуженість транспортної інфраструктури). Розкриті головні перешкоди ефективному стратегічному управлінню економічною безпекою регіонів: недовіра суб'єктів господарювання до методів державного управління та реформування економічних відносин, адміністративні бар'єри та корупційна складова економічної діяльності тощо. Але при цьому впровадження та реалізація стратегічного управління економічною безпекою регіонів в умовах децентралізації управління формують конкурентне підприємницьке середовище, забезпечують економічний розвиток, стабільність та стійкість економічної системи регіону через зацікавленість усіх суб'єктів системи економічної безпеки.*

**Ключові слова:** *економічна безпека регіонів, стратегія, стратегічне управління, детермінанти, економічний розвиток, регіон.*

**Problem formulation.** The management of the regions' economic security should be based on the development of appropriate scientific theory, strategy and tactics, the implementation of adequate policies, the use of means, methods and techniques to ensure it. Strategic management of economic security should be

aimed at ensuring the independence of the national economy, its stability and stability and the protection of national economic interests from external and internal threats.

An important factor in the economic development of regions is the effectiveness of economic security management, which can be achieved through the application of a strategic approach in the definition and implementation of measures to ensure economic security at the regional level. There is a need to develop a methodology for selecting and justifying strategic directions to increase the level of economic security of the regions.

The effectiveness of regions' economic security management becomes an important factor in the economic development of regions in terms of a strategic approach to defining and implementing the principles of regions' economic security. However, it should be noted that in Ukraine for a long time used short-term market planning by coordinating revenues and expenditures of budgets at different levels. In our opinion, a strategic approach is needed to effectively manage the economic security of the regions.

**Analysis of recent research and publications.** The problems of the region's economic security are devoted to the works of such scientists as: V.P. Gorbulin [1], Yu.I. Holovnya [2], Ya.A. Zhalilo [4], N.S. Ivanova [5], G.V. Kozachenko [6], O.M. Lyashenko [6], V.I. Lyashenko [10], V.P. Ponomarev [6], R.V. Tulchinsky [8], Yu.M. Kharazishvili [10].

**Main goal.** Highlight the features of strategic management of regions' economic security.

**Presenting main material.** Strategic management is a system of actions necessary to achieve goals, often in conditions of limited resources. In addition, the strategy consists of both well-thought-out actions and actions that are a response to unforeseen developments [9].

The word "strategy" comes from the Greek strategia (stratos - army, ago - lead), by origin it is a military term. There it means "martial art", "the art of the commander", which studies the patterns and nature of war, the theoretical foundations of planning, preparing and conducting large-scale military operations with pre-formulated strategic objectives [9].

Chandler A. Jr. first borrowed the term "strategy" from the military and used it in economics to describe one of the types of management of any commercial enterprise in 1962. In fact, the stage of strategic planning in a market economy has begun since then. He explicitly interprets the strategy as "defining the main long-term goals and objectives of the organization, adopting a course of action and allocating resources necessary to achieve these goals".

Economic strategy edited by S. Mocherny, which is included in the economic dictionary - is a "long-term course of economic policy, which provides for the solution of large-scale economic and social problems" [3]. In most formulations of the strategy, there is a mandatory presence in the definitions of certain targets to which the strategy should be aimed. As J. Zhalilo rightly points out, "goal setting is the starting point for strategy formation" [4]. And strategic planning is a detailed description of the purpose, tasks and set of measures to implement the fundamental goals of the economic security strategy [1; 10].

In the modern sense, a strategy is a general plan of any activity, covering a long period of time, a way to achieve a complex goal. Strategy is seen as a plan, maneuver, position, look to the future.

According to Yu. Holovnya, the strategy of ensuring the economic security of the region is a long-term action plan aimed at ensuring its security, finding and creating appropriate reserves to prevent, avoid and eliminate (neutralize, localize) possible risks, threats and dangers, that is a set of measures managerial, regulatory, organizational, legal and economic nature, which contribute to the creation of a

proper competitive environment in the regional market and ensure the protection of the legitimate interests of the population and businesses [2].

The strategy of economic security is a relatively stable component of economic security policy and provides for defining the goals and objectives of the system of national economic security, areas of their solution, as well as forms and methods of using appropriate forces and means, the possibility of regrouping, creating the necessary reserves to neutralize and localize possible threats [5].

The strategy is the basis for determining a joint action plan and concluding an agreement between the Cabinet of Ministers of Ukraine and the regional council, which should ensure the stability of relations between central and regional authorities.

Controllability and effectiveness of the strategy is ensured through the formation of effective information support, which includes: a well-established system of collecting, coordinating and using statistical, analytical, regulatory, program and forecast information for public administration decisions at the regional (local) level; systematic monitoring of a wide range of indicators of socio-economic development and the state of the environment; openness and transparency of local executive bodies and local self-government bodies, in particular regular informing the public about the main problems of socio-economic and cultural development of the region, ways to solve them and prospects for making optimal government decisions; intensification of participation of the population and public associations of the region in the preparation, discussion and solution of issues of socio-economic and cultural development of the region [7]. To do this, at the state and regional levels it is necessary to form programs to ensure the economic security of the region, taking into account the current and projected state of economic security of the region and its specific characteristics. In addition,

the strategy for ensuring the economic security of the region should be spelled out in the framework of regional development strategies.

Strategic management of regions' economic security is a certain strategic action plan aimed at the development of the economy of the regions, which, in turn, is manifested in the development of social, cultural and other areas of activity of the regions.

Strategic management of economic security of regions should be developed and implemented in accordance with the following principles:

- systemic – strategic management should take into account all components of the region's economy as a system, be aimed at different areas of economic security of both subjects and objects of economic development of regions, strategic measures should be systemic nature of interconnected processes of economic security management;
- regularities – to take into account the regularities of regional development and to have institutional support;
- planning and continuity – strategic management should be continuous, the directions of economic security should not contradict and agree with each other, be reflected in regional integrated programs;
- interactions – measures should be aimed at ensuring the security of regional development and be accompanied by coordinated actions of all participants in this process, including by bringing information to the subjects of strategic management measures.

The introduction of strategic management of economic security of the regions is due to the fact that:

- there is and deepens differentiation in economic and regional development;
- there is a low efficiency of implementation of the developed strategies of regional economic development;



- there is incomplete and inefficient use of available resources to counter external threats and risks.

Acting as a kind of link between the macroeconomic strategy of economic security at the regional level and the state policy of regional development, strategic management of economic security of the regions is essentially a strategy of the meso level.

G. Kozachenko, V. Ponomarev, O. Lyashenko to ensure the economic security of the region distinguish the following principles: historicism, unity, complexity, priority, variability, natural economic balance and optimality, coherence of interests of local governments and areas of economic security, proportionality providing financial resources at all levels of the region [6]. Based on these principles, the authors identify the main areas of socio-economic security of the region: improving the legal framework; preservation of resource potential, restoration and development of production potential of the region; development of independent budgetary and financial policy of regions; training of qualified administrative management staff [5].

Elements of management of their economic security should be included in the Strategy of economic development of regions. In this case, each region in accordance with the objectives, objectives and proposed specific actions to ensure economic security indicates the main directions of economic security in relation to the subjects and objects of the regions and offers a set of operational and long-term strategic measures taking into account available resources and potential changes. In the process of developing the Strategy it is necessary to take into account the deviation of actual results from the planned forecast indicators of economic development of the region, which according to the results of our previous research are indicators of economic security of the region. After that, the determinants of the economic security management process and their possible changes should be

constantly monitored in order to timely adjust the relevant measures in the regions [5].

Strategic management of economic security at the regional level in relation to the national has certain features, which include: - the close proximity of diversified regional producers who are able to respond quickly to changes in effective demand; - availability of local labor funds with a concentration of specific skills; - involvement of regional actors in transnational networks; - development of industrial and social regional infrastructure that contributes to economic security.

In turn, strategic management of economic security of regions will help: - reduce the degree of differentiation of economic development of regions; - to stimulate the development of those regions and territories which for certain objective reasons cannot work in the mode of self-development.

Strategic management of regions' economic security should be based not only on financial and technological resources, that is on material advantages, but also on potential intellectual capabilities of regions, take into account certain priorities in ensuring economic security of regions, which may change under the influence of determinants of economic security management and microlevels.

The term "determinant" (from the Greek. Determinans, -ntis - defining) in the field of economics often means a certain component, component, condition, determinant, cause, set of elements, factor, means of influencing a particular economic process, filling it certain content and functional orientation [8].

In the study of economic security most often pay attention not to the determinants, and threats that may arise in relation to the subjects of the national economy, classifying them on different grounds, depending on [8]: - areas of danger (resource, production, marketing areas) factors; - nature of origin (political, economic, environmental, social, international); - attitude to the subject of the national economy (external or internal); - possibilities of occurrence (probable,

low-probable, high-probable); - time of occurrence (short-, medium-, long-term); - the magnitude of losses for entities (catastrophic, significant, significant, insignificant); - impact on the object (property, intellectual, financial, technological), etc.

In our opinion, when studying the strategic management of economic security of regions, it is necessary to consider the determinants, as their impact can be both positive and negative, as well as have a synergistic effect on regional development actors. Also, the determinants of the process of economic security management must be distinguished in relation to the meso- and macro-level.

Meso-level determinants are considered primarily in relation to the territorial aspect, that is to say in relation to the regions. The determinants of the meso-level on the territorial aspect should include the following characteristics of the regions: - resource provision and potential of the regions; - regional features; - development of regional infrastructure; - attractiveness of the region (regional level of employment and unemployment; standard of living in the region; investment attractiveness; availability of natural and other resources; branched transport infrastructure).

The development of strategic management of economic security of regions should take into account: - the main directions of economic security in relation to the subjects and objects of the regions in accordance with the goals, objectives and proposed specific actions to ensure economic security through a set of operational and long-term strategic measures ; - deviation of actual results from the planned forecast indicators of economic development of the region; - the results of continuous monitoring of the determinants of the economic security management process and their possible changes for the timely adjustment of relevant measures in the regions; - available resources and potential opportunities for their changes to ensure the economic security of the regions.

The main obstacles to effective strategic management of economic security of the regions are: distrust of economic entities in the methods of public administration and reform of economic relations, administrative barriers and corruption component of economic activity, etc. However, the introduction and implementation of strategic management of economic security of regions in terms of decentralization of management form a competitive business environment, ensure economic development, stability and stability of the economic system of the region through the interest of all actors of economic security.

**Conclusions.** One of the priorities of central and regional economic policy should be a joint program of economic restructuring with the predominant development of the most profitable and promising industries at the moment, as well as industries that have long-term economic advantages in the overall system of territorial division of labor [5].

Effective strategic management of the economic security of the regions is hindered by administrative barriers and the corruption component of economic activity, distrust of economic entities in the methods of public administration and reform of economic relations, and so on.

In turn, the strategic management of economic security of the regions will contribute to the formation of a competitive business environment, motivation of local governments and regional economic entities, efficient use of resources and more.

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