

## Сучасні макроекономічні тренди та тенденції Modern macroeconomic trends and tendencies

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### STRATEGIC DIRECTIONS OF TERRITORY DEVELOPMENT IN CRISIS CONDITIONS

**Abstract.** The article is devoted to the analysis and generalization of the impact of crisis phenomena on the development of the regional economy, using the example of the current stage of socio-economic development of Ukraine, and the substantiation of the methodological principles and priorities of the development of the economy of the regions of the state in crisis conditions. The urgency of the problems of forming the priorities of anti-crisis management at the regional level has been proven. The principles and functions of the development of the regional economy in crisis conditions are substantiated, and the main problems that need to be solved are outlined. The regional economy can be interpreted as a system functioning in conditions of instability. In this case, the direction of the system's functioning in crisis conditions will be determined by the level and nature of threats, as well as the specifics of the internal structure of such a system and the stability of its individual components. Four priorities of the post-crisis development of regional socio-economic systems of Ukraine are summarized - guaranteeing security; quick recovery of business activity; preservation of horizontal connections between subjects of economic activity and components of economic systems at different levels; diversification of economic activity in the context of implementing the provisions of sustainable development and taking into account the priority of security. The concept of economic security of the state based on innovative sustainable development of regions is considered as the basis of the paradigm of modern anti-crisis management of the country's economy. The need to develop a unified state strategy based on the use of the provisions of the theory of security and the theory of crises, the principles of harmonious and innovative development of regions in the conditions of technoglobalism is substantiated.

**Keywords:** *sustainable development, sustainable innovative development, regional economy, crisis, development strategy, priorities, threats, marketing mechanisms*

**JEL Classification:** G 32

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**Introduction.** At the present stage, the development of the regional economy is significantly influenced by integration and globalization processes. In this regard, new areas are being formed in the regional structure of management and fundamentally new methods of conducting business are being applied. The state policy of regulating crisis situations consists in minimizing the economic and social damage caused by the action of global and national economic crises and implementing a development strategy based on the concept of economic security of the state. Crisis phenomena, which are characteristic in certain time periods for each national economy, have intensified in recent decades under the influence of global threats. Along with this, at the domestic level, regional differences become an important factor of socio-economic stability,

**Analysis of the latest research and task setting.** Theoretical and applied aspects of solving the problems of socio-economic development in the context of the crisis in recent decades have been the focus of attention of a number of both foreign and Ukrainian researchers, such as R. Hagen, K. Penuel, M. Statler, E. Stern, V. Geets, B. Danylyshyn, A. Mazaraki, A. Chuhno, and others. A sufficiently coherent methodological base has been formed, the problems of the security of socio-economic systems in conditions of instability, in particular at the regional level, have been characterized in detail.

However, the new conditions associated with the global crises of the beginning of the 21st century and the current full-scale war in Ukraine have led to the actualization of issues of strategic management of the post-crisis development of states and regions. Thus, the purpose of the article is to substantiate the theoretical and methodological principles and practical recommendations for determining the main directions of the territorial development strategy in the conditions of the economic crisis.

**Research results.** Already at the end of the 20th century, scientists and practitioners of state and regional administration began to realize the inevitability of crises and their destructive impact on the concept of socio-economic development formed at the global level [6; 7].

In modern conditions, crises, threats, and disasters are becoming the norm of socio-economic development. In such a situation, the task of predicting these inevitable negatives of development, developing anti-crisis measures in conditions of economic instability becomes urgent.

The result is the formation of a structurally deformed and unbalanced socio-economic system of the state with a significant increase in strategic threats to economic and national security, the theoretical and applied aspects of which require research. The modern economy is characterized by disasters and risks, the nature of which is becoming more and more institutional in nature, the scale of which is growing due to the growth of transactions on the world financial markets and turning into threats to the real economy on the scale of entire countries.

The main features of the current state of socio-economic development of Ukraine are the insufficient use of: the favorable transit geopolitical location of the country; sufficiently high scientific and educational potential; high-tech potential of individual branches of industry; potential opportunities of the agro-industrial complex, etc.

Regional factors played an important role in the post-crisis recovery of 2018–2022 in Ukraine [8]. It is obvious that, taking into account the similar nature of the current threats to the functioning of the national economy, regional tools for managing socio-economic development will be promising in the process of post-crisis recovery after the end of a full-scale war.

At the same time, anti-crisis measures are already necessary at the regional level to quickly respond to progressive development trends. In modern conditions, anti-crisis management in the region can be interpreted as a management process localized in time, within which goals are set in the format of qualitative transformation of the management entity, formation of plans for achieving the set goal and corresponding forecasts, organizational design of the anti-crisis management system, creation of anti-crisis motivational mechanisms, development of a system of norms and standards for monitoring the crisis development of the socio-economic system from the standpoint

of achieving the set goal, formation of control mechanisms and coordination of anti-crisis management processes, development and implementation of a plan of anti-crisis measures [3].

Methodological foundations of anti-crisis management at the level of the regional economy can become such principles as systematicity, humanism and sustainability [5]. The principle of systematicity consists in interpreting the regional economy as a set of elements (production, non-production spheres, infrastructure, management, education and culture, etc.) and relationships between them. The principle of humanism involves determining the main priority of the functioning of the regional economy is the satisfaction of various human needs. The principle of sustainability consists in ensuring the balanced development of the region, including through the minimization of threats to its natural and social environment that arise in the process of economic activity.

The analysis of the latest research and publications on economic development allows us to state that the strategy for exiting the crisis in Ukraine must be considered as a process of building the state based on the harmonization of the social, economic and environmental components of the sustainable innovative development of the regions. The degree of harmonization of sustainable development reflects the balance between economic, ecological and social-institutional dimensions. The degree of security is the level of influence of the threat source on the corresponding priority.

However, the current situation in Ukraine is characterized by the fact that the ideas of sustainable development have not received practical development and appropriate political, financial and resource support. The results of the study of the level of development of regions determine the need for a differentiated approach to regional development policy and the development of a unified state strategy based on the conceptual principles of sustainable harmonious development [1, 7].

An important factor influencing the functioning of the regional economy, especially in crisis conditions, are global threats and challenges. While threats require a response from economic systems, challenges primarily require adaptation [2].

As evidenced by the current trends in socio-economic development, in addition to the actual confrontation with global threats, the following three groups of problems require priority solutions in the context of the formation of regional policy priorities in crisis conditions:

- problems of guaranteeing public and socio-economic security;
- problems of social integration of internally displaced persons;
- problems of attracting financial and organizational support from foreign partners to ensure the implementation of anti-crisis measures at the regional level.

The regional economy can be interpreted as a system functioning in conditions of instability. In this case, the direction of the system's functioning in crisis conditions will be determined by the level and nature of threats, as well as the specifics of the internal structure of such a system and the stability of its individual components. The question of assessing the stability of the regional socio-economic system in the conditions of the crisis is quite complex, as it does not have universal solutions. The fact is that each regional socio-economic system has its own unique internal structure, which depends on its location, administrative-territorial structure, infrastructure networks and settlement system [10].

In our opinion, it is the spatial features of the development of the regional economy in crisis conditions that play a very important role, which is often underestimated in the research of scientists in the field of economics and public management and administration. The importance of the optimal use of the resources of territorial communities follows from the importance of spatial aspects of the stability of regional economic systems. It is the local level of regional management that is the most favorable to the action of spatial factors and the most potentially effective in the context of the implementation of anti-crisis measures.

As shown by the conditions of a full-scale war in Ukraine, regional centers, large cities, and transport hubs are the most dangerous from the point of view of the possible destruction of infrastructure and the destruction of the socio-economic development potential of the region. At the

same time, a significant part of the territory of the regions that are not in the zone of active hostilities functions in conditions of relative military and political security. In such territories, even in the conditions of war, there are favorable opportunities for the organization of agricultural production, recreation and tourism and a number of types of economic activities aimed at the use of natural resources. In view of this, one of the priorities for the development of the regional economy in the conditions of the crisis may be the decentralization of the socio-economic potential of the region in the direction from the main economic centers to the peripheral territories,

In times of crisis, the regional economy always functions under conditions of critical levels of instability. The strategic priorities of the development of regional socio-economic systems in such conditions are aimed at preserving the potential and forming stabilization trends. Therefore, the choice of development priorities in the crisis is determined by the existing development potential of the regional economy and current trends that need to be strengthened and preserved in the post-crisis period. In this context, an important aspect is the emphasis on monospecialization of the region, which forms its competitive advantages both on the national and international markets. The concept of monodevelopment, despite existing scientific discussions, has a sufficiently effective toolkit for strategic management of regional development in crisis conditions [9].

The study of the interrelationship of anti-crisis measures carried out at the macro level allows for the formulation of the following recommendations for improving the mechanism of anti-crisis regulation in the conditions of the global economic crisis on the basis of the strategy of economic security and development of Ukraine, which is focused on preventing threats to economic security and ensuring stable economic growth and improving the well-being of the population, and should contain the following priorities:

- improvement of the tax system: application of tax incentives to innovative and high-tech enterprises;
- increase in innovation and investment activity;
- transition to the standards of developed countries in the field of budget policy;
- increasing the effectiveness of antimonopoly policy, creating a healthy competitive environment;
- ensuring the protection of intellectual property according to world standards;
- development, implementation and support of new educational programs for the training of security managers, which includes the enrichment of security theory based on the generalization of existing practical experience of security managers; construction of educational programs for their preparation;
- development of regional programs of economic security based on the use of intellectual potential and entrepreneurial potential of the territory.

Anti-crisis measures at the macro level relate to:

- formation of demand and stimulation of sales of domestic products;
- creation of a comprehensive system of measures to solve the tasks of forced expansion of export activity for mutually beneficial cooperation in production cooperation, scientific and information activities;
- ensuring constant monitoring of state policy by parties and public associations of entrepreneurs, as well as transparency of state regulation will contribute to increasing the effectiveness of state policy;
- implementation of potential competitive advantages through stimulation of investment-oriented and innovative development;
- reconstruction of the domestic market of Ukraine as an important factor of decriminalization and decriminalization of the economy.

Summarizing, we note that the first priority, on which the post-crisis development of regional socioeconomic systems of Ukraine should be based, is the guarantee of security.

The second priority is the quick recovery of entrepreneurial activity. For this purpose, it is necessary to maintain economic activity at the elementary level even during the crisis period by ensuring the needs of the domestic market.

The third important priority is the preservation of horizontal connections between subjects of economic activity and components of economic systems at different levels.

The fourth priority should be the diversification of economic activity, in particular in the context of the implementation of the provisions of sustainable development and in view of the priority of security.

**Conclusions.** One of the important directions of the functioning of regional socio-economic systems in the process of responding to crisis phenomena is to increase their internal stability, due to both the preservation of leading specializations and the priority development of peripheral territories. In the conditions of instability, the strategic priorities of the socio-economic development of the regional economy should also be a purposeful marketing policy formed on the basis of sustainable development and effective communications, guaranteeing socio-economic security.

Sustainable and harmonious development of Ukraine based on the model of intellectual and innovative type should be considered as a strategy of economic security of Ukraine in its geopolitical, European and national dimensions. The development and implementation of such a strategy is carried out in stages and consistently (stabilization, transition, achievement) taking into account the factors of technoglobalism and the need to comply with national security conditions. In the strategy of economic security and innovative development, it is necessary to take into account the following factors: awareness of the modern noospheric idea and the development of the ecology of the spirit; ensuring natural and constitutional human rights; identification of external and internal threats to the national interests of the state; formation of institutional support for national security at all levels of management. The main role in these processes rests with the state,

For the development of the regional economy, it is expedient to carry out a thorough analysis of the socio-economic situation of the region, which will make it possible to choose the industry profile of the future. At the same time, it is important for regional authorities, which seek to increase regional competitiveness, to encourage changes and stimulate innovation.

The prospects of the conducted research are that they can be used in the process of substantiation and decision-making regarding the improvement of the system of regional socio-economic development, and are also the basis for the optimization of regional management and the growth of the population's well-being.

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### **СТРАТЕГІЧНІ НАПРЯМИ РОЗВИТКУ ТЕРИТОРІЙ В УМОВАХ КРИЗИ**

**Анотація.** Стаття присвячена аналізу та узагальненню напрямів впливу кризових явищ на розвиток регіональної економіки, на прикладі сучасного етапу соціально-економічного розвитку України, та обґрунтуванню методологічних засад і пріоритетів розвитку економіки регіонів держави в умовах кризи. Засвідчено актуальність проблем формування пріоритетів антикризового управління на регіональному рівні. Обґрунтовано принципи та виокремлено функції розвитку регіональної економіки в умовах кризи, окреслено основні проблеми, що потребують вирішення. Регіональна економіка може трактуватися як система, що функціонує в умовах нестабільності. У такому випадку напрями функціонування системи в кризових умовах будуть визначатися рівнем та характером загроз, а також специфікою внутрішньої структури такої системи і стійкістю окремих її компонентів. Узагальнено чотири пріоритети посткризового розвитку регіональних соціально-економічних систем України – гарантування безпеки; швидке відновлення підприємницької активності; збереження горизонтальних зв'язків між суб'єктами економічної діяльності та компонентами економічних систем різних рівнів; диверсифікація економічної діяльності в контексті реалізації положень сталого розвитку і з огляду на пріоритетність безпеки. Розглядається концепція економічної безпеки держави на основі інноваційного сталого розвитку регіонів як основа парадигми сучасного антикризового управління економікою країни. Обґрунтовано необхідність розробки єдиної державної стратегії на основі використання положень теорії безпеки та теорії криз, принципів гармонійного та інноваційного розвитку регіонів в умовах техноглобалізму.

**Ключові слова:** *сталий розвиток, сталий інноваційний розвиток, регіональна економіка, криза, стратегія розвитку, пріоритети, загрози, маркетингові механізми.*

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