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APPROACHES TO THE IMPROVEMENT OF REGIONAL COMPETITIVENESS STRATEGIES IN MODERN CONDITIONS

ПІДХОДИ ДО УДОСКОНАЛЕННЯ СТРАТЕГІЙ КОНКУРЕНТОСПРОМОЖНОСТІ РЕГІОНУ В СУЧАСНИХ УМОВАХ

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The task of increasing the competitiveness of the region falls directly on the heads of the public sector, who encourage employees, as well as representatives of the public and individual organizations to work together to achieve the result. The final result will depend on the means, tools and methods used in the management process. The purpose of this article is to conduct a study of existing modern methods of managing competitiveness in the region with the aim of analyzing the received information and determining the optimal approaches to improving the strategy of the region's competitiveness in modern conditions of development. The article proposes generalized and grouped approaches that can be applied to the public sector of Ukraine to increase the level of competitiveness of regional development strategies. The first block – approaches to cooperation with various subjects of regional development. The second block includes management approaches. The most effective direction in this regard is the transition to project management. The third chapter examines approaches to the use of technological innovations, namely the introduction of electronic management. The fourth block is represented by approaches to the application of innovative management tools, that is, the transition to the concept of marketing. The fifth block of approaches consists of methods aimed at using simplified administrative innovations. The sixth block is approaches to the use of socio-ethical innovations.

Keywords: management methods, regional development, competitiveness strategy, improvement of regional strategy, cooperation, electronic government.

Розвиток регіону залежить від багатьох факторів. Проте завдання підвищення конкурентоспроможності регіону лягає безпосередньо на керівників державного сектору, які спонукають працівників, а також представників громадськості та окремих організацій до спільної роботи для досягнення результату. Кінцевий результат залежатиме від засобів, інструментів і методів, які використовуються в процесі управління. Метою даної статті є проведення дослідження існуючих сучасних методів управління конкурентоспроможністю в регіоні з метою аналізу отриманої інформації та визначенню оптимальної в сучасних умовах розвитку стратегії конкурентоспроможності регіону. У статті пропонуються узагальнені та згруповані у блоки підходи, яку можуть бути застосовані до державного сектору України для підвищення рівня конкурентоспроможності стратегій регіонального розвитку. Перший блок – підходи до співробітництва з різними суб'єктами регіонального розвитку. Ці методи зараз популярні, оскільки одним із основних завдань менеджерів є залучення громадськості до співпраці. Блок поділяється на підблоки. Перший підблок передбачає співпрацю влади та населення регі-

ону. Другий підблок включає співпрацю з підприємствами. Третій стосується співпраці з вищими навчальними закладами. Четвертий і п'ятий блоки стосуються співпраці з громадськими організаціями та ЗМІ. Другий блок включає підходи до управління. Найефективнішим напрямком у цьому плані є перехід до проектного менеджменту, який давно застосовується в діяльності підприємств і національних організацій, але майже не відображається в діяльності публічного сектора. У третьому розділі розглядаються підходи до використання технологічних інновацій в менеджменті. У зв'язку з цим мова йде про впровадження поширеного в світі електронного управління. Четвертий блок представлений підходами до застосування інноваційних інструментів управління, тобто перехід до концепції маркетингу. П'ятий блок підхідів складається з методів, спрямованих на використання спрощених адміністративних інновацій, покликати знизити рівень бюрократії. Шостий блок – це підходи до використання соціально-етичних інновацій, спрямованих на забезпечення довгострокового сталого розвитку регіону.

Ключові слова: методи управління, регіональний розвиток, стратегія конкурентоспроможності, удосконалення регіональної стратегії, співробітництво, електронний уряд.

The problem. The development of the region depends on many factors, both internal and external. These include the foreign and domestic policy of the state, the peculiarities of the region itself, its current positions, the level of the administrative apparatus and many others. However, as is known, the task of increasing the competitiveness of the region is assigned precisely to the functions of managers in the public sector, who, through the processes of encouraging employees and representatives of the general public and individual organizations, work together to achieve results. And the final result will depend on what tools, means and approaches will be used in the process of managing the region's strategy. That is why the process of managing the regional competitiveness strategy requires a constant review and analysis of the technologies used in it and their improvement through the use of existing innovations and the development of our own. That is, regional development today requires the formation of a certain culture in the management sector due to the use of various advanced approaches and technologies.

Analysis of research and publications. The theoretical and methodological principles of ensuring the development of the competitiveness of the region are presented in the works of such scientists as O. V. Akilina, V. P. Gordienko, Denisenko M. P., Kasych A. O., Keretsman V. Yu., Malyonkina I. S., Onishchenko M. L., Panchenko A. G., Petrushka A. S., Khrushch S. V. and other.

Isolation of previously unresolved parts of the general problem. However, it is still relevant to choose those approaches to regional management tools that would best eliminate current challenges and increase competitiveness.

Thus, **the purpose of the article** is to conduct a study of existing modern approaches to managing the competitiveness of the region with

the aim of structuring the received information and forming a list of the most optimal in the current conditions of development.

Research results. The analysis of existing developments in the field of managing the competitiveness of the region made it possible to single out the most common approaches in the world that can be used in the public sector of Ukraine to increase the level of competitiveness of the regional development strategy. All approaches are proposed to be grouped into six blocks.

The first block includes approaches to cooperation. Since one of the main tasks of managers is to attract the general public to cooperation, this type of approach is currently predominant. Its role is especially strengthened in the conditions of current reforms on the decentralization of power.

Approaches to cooperation involve distinguishing the following subspecies, which are presented in Fig. 1. Also in Fig. 1 shows the forms of cooperation with each of the counterparties.

The second block includes approaches to management. Our country has been talking about outdated approaches to public management and administration for a long time. And for the active development of regions, not only the decentralization reform is needed, but also the understanding that it will lead to a change in management approaches and tools.

The most effective direction in this matter is the transition to project management, which has long been implemented in the activities of domestic enterprises and organizations, but is almost not reflected in the activities of the public sector. The main features and characteristic features of this approach are:

– a project, unlike an ongoing activity, has a beginning and an end. That is, it is a kind of activity plan, which is limited in time and has clear tasks and a specific result;

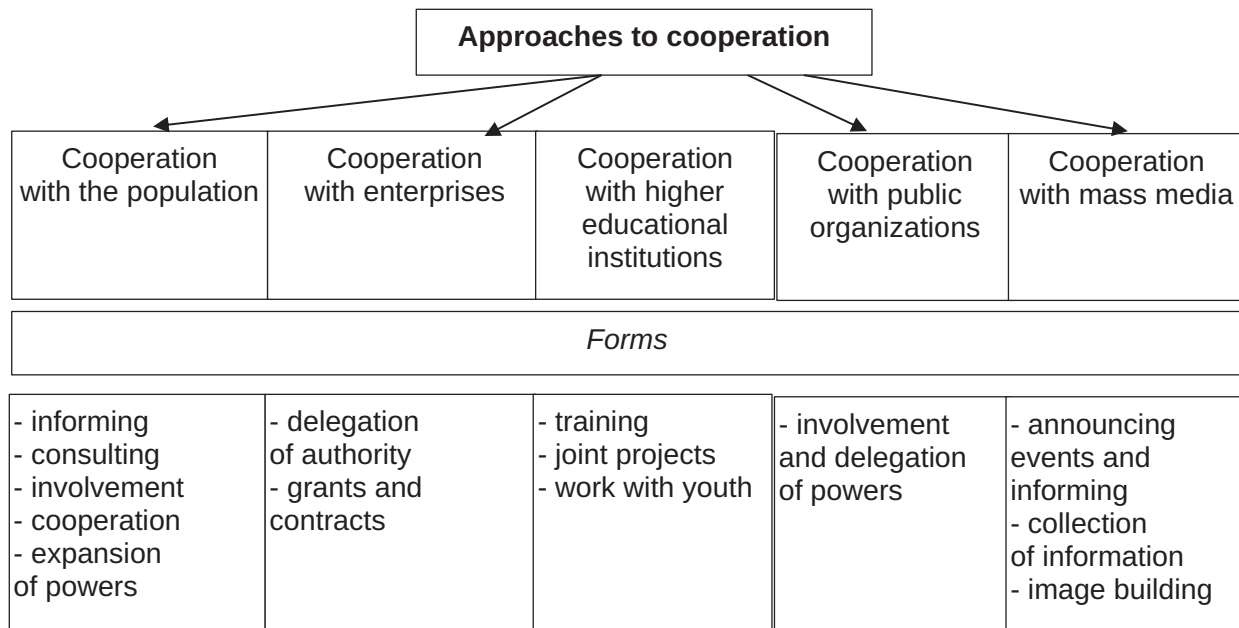


Figure 1. Approaches to cooperation in order to increase the competitiveness of the region

- the main resources of the project are people, time and money. It is their distribution and planning that is the task of the project;
- an important condition in project management is the formation of evaluation criteria – they must be quantitative and clearly expressed;
- use of all project management technologies (time management, team building, project leadership, team motivation, etc.) in the public sector;
- it is important to form a system of encouragement and punishment, both collective and individual.

Most often, the use of the project approach in the field of public management and administration in our country occurs within the framework of the implementation of international projects or grants. This is due to the fact that almost all developed countries of the world have long since switched to this way of conducting state or regional policy and therefore demand its implementation within the framework of joint projects.

The third block includes approaches to the use of innovations in management technologies. Today, the most common technology in any field is the capabilities of the Internet. The sphere of public management and administration is no exception. And in this aspect, we are talking about the introduction of electronic governance. In general, this technology involves a number of alternate tasks that can be implemented within the limits of its application:

- use of Internet capabilities by authorities (websites of administrations, pages in social networks, etc.);
- database searchable information and e-mail link response service;
- provision of interactive services by authorities that allow citizens, by visiting the relevant official website, to fill out various forms, forms, ask questions, make appointments, look for work, etc.;
- the possibility of obtaining administrative services via the Internet: obtaining licenses, permits, submitting tax returns, paying fines, applying for social benefits, etc. This, in turn, requires increasing the security of the e-government infrastructure, which can usually be achieved through the use of electronic signatures and certificates, as well as smart cards;
- authorities can create special web portals that would allow citizens to move from one service to another without having to prove their identity again;
- electronic voting (conducting electronic elections, population surveys and public opinion detection).

The fourth block includes approaches to using innovations in management tools. As already noted earlier, today's regional policy requires a transition to the marketing concept of management. And this affects not only the understanding of the essence of a citizen as a client of public services, but also opens up opportunities for the application of marketing

tools at the regional level. Therefore, it is possible to actively use marketing communication tools (advertising, incentives, image-building, guerilla marketing tools, etc.) to promote the region both internally and externally. The main tasks within this can be:

- attraction of investments; emergence of new enterprises; forming a positive opinion in the general public; prevention of labor force outflow;
- solving social problems (alcoholism, drug addiction, etc.);
- tourism development (territorial marketing).

The fifth block includes approaches to the use of simplifying innovations. The current level of bureaucracy, which is characteristic of almost every region of the country, does not allow them to actively develop. Therefore, one of the types of innovations in the field of public management and administration should be administrative simplifications, which provide:

- reduction of the number of instances involved in the provision of administrative services;
- reduction of the number of documents that must be submitted to start proceedings in the case;
- application of the principle of a single window (all bodies providing public services have access to the database);

- reduction of service delivery terms;
- providing performers with the necessary information and communication technologies with appropriate software;
- introduction of convenient forms (questionnaires) for applying for administrative services.

And the last sixth block includes approaches to improving regional competitiveness strategies at the expense of socio-ethical innovations. An important aspect in the field of regional management is the planning of long-term development, which will allow obtaining results and meeting the needs of future generations. That is why managers in the public sector must take into account the consequences of their actions for future generations when planning and implementing their activities.

Conclusion. Therefore, the above considered allows us to conclude that for the active development of the region, it is necessary to transform the regional management system into such a format that would allow with a significant level of flexibility and dynamism to adapt to the action of macro factors and to form its own factors of influence on the surrounding environment.

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