

THEORETICAL AND METHODOLOGICAL APPROACHES  
TO IMPROVING THE REGIONAL DEVELOPMENT STRATEGYТЕОРЕТИКО-МЕТОДИЧНІ ПІДХОДИ  
ДО УДОСКОНАЛЕННЯ РЕГІОНАЛЬНОЇ СТРАТЕГІЇ РОЗВИТКУ

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*Methodological support is the basis, the “foundation” of scientific research, therefore, refining the theoretical and methodological approach to the development/refinement/improvement of regional development strategies is a relevant scientific task. The aim of the study is to deepen the theoretical and methodological approach to improving regional development strategies. Research methods: comparative analysis, generalisation. The article analyses approaches to strategy development and concludes that a problem-oriented approach is appropriate. The author identifies the following key stages in improving regional development strategy: I “Preparatory” – analysis of the region’s development status, SWOT analysis, forecast of prospects and foresight of trends that may affect the region’s development in the future; II “Analytical” – defining regional development priorities, goals and objectives, selecting a strategy type and modelling scenarios, risk management; III “Formalisation” – formulation of strategy, definition of indicators for its assessment. The proposed theoretical and methodological approach to improving regional development strategy involves, in addition to conventional forecasting, the use of foresight at the preparatory stage, at the analytical stage – refinement of goal-setting processes (coordination of goals at the levels of “state–region–territorial community–socio-economic entity–public”), as well as optimisation of expenditures on communication and innovation activities in the budget structure, which ensures the harmonious development of the region in the future.*

**Key words:** strategy, region, development, approach, method, stage.

*Методичне забезпечення є основою, «фундаментом» наукових досліджень. Тому уточнення теоретико-методичного підходу до розроблення/уточнення/удосконалення регіональної стратегії розвитку є актуальним науковим завданням. У статті проаналізовано підходи до розроблення стратегій і визначено, що доцільним є застосування проблемно-орієнтованого підходу. Автором поглиблено теоретико-методичний підхід до удосконалення регіональної стратегії розвитку, що передбачає на підготовчому етапі, крім звичайного прогнозування, застосування форсайту, на аналітичному етапі – уточнення процесів цілепокладання (узгодження цілей рівнів «держава–регіон–територіальна громада–соціально-економічний суб’єкт–громадськість»), а також оптимізацію витрат на комунікаційну та інноваційну діяльність у структурі бюджету, що забезпечує в подальшому гармонійний розвиток регіону.*

**Ключові слова:** стратегія, регіон, розвиток, підхід, метод, етап.

**Statement of the problem.** The issue of methodological support for any activity is one of the main issues in scientific research, as it forms the basis of scientific practices, their “foundation”. Therefore, scientists focus a lot on justifying methodology, and clarifying the theoretical and methodological approach to developing/refining/improving regional development strategies is a relevant scientific task.

**Analysis of recent research and publications.** The following Ukrainian scientists have focused on researching issues related to methodological support for strategic planning processes in regional development: Boiko A. [1], Kish H. V. and Svitlynets O. [3], Kyzym M., Bielikova N. and Bekker M. [2], Komelina O. [4], Korniiievskiy S. [5], Nesterenko S. [7], Savchuk L. [7], Sobolieva H. [9], Yakymenko O. [11] and others.

However, the task of deepening theoretical and methodological approaches to improving regional development strategies in view of rapidly changing economic conditions remains urgent.

**Problem statement.** The aim of the study is to deepen the theoretical and methodological approach to improving regional development strategies.

**Research methods:** comparative analysis, generalisation.

**Presentation of the main material.** Scientists identify several approaches to developing/improving strategy. Boiko A. identifies [1]:

- traditional approach,
- technocratic approach,
- administrative approach,
- expert-scientific approach,
- partnership approach.

We share the position of scientists Kyzym M. O., Bielikova N. V., and Bekker M. L., who believe that the identification of problems and priorities for the socio-economic development of the region should be carried out using a problem-oriented approach [2].

Korniiievskiy S.V. considers that a systematic approach allows the main characteristics of the region to be identified, which must be taken into account when developing and implementing a regional development strategy [5], and proposes the use of the following methods:

- factor analysis method,
- system analysis method,
- situational analysis method,

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- correlation and regression analysis,
- extrapolation and interpolation methods,
- normative method,
- sociological methods (surveys, observations, experiments),
- calculation and design method,
- methods of analysis and synthesis,
- programme-target method,
- balance method,
- expert assessment method,
- game theory method,
- scenario method,
- SWOT analysis,
- ABC analysis,
- PEST analysis.

Savchuk L. M. notes that for the analysis of economic development in the region, the following are used [9, p. 56]:

- analysis of statistical data from previous years,
- forecasting the region's economic development based on an inertial scenario,
- SWOT analysis of the region,
- identification of existing economic clusters in the region and determination of their borders.

Article 9 of Section II, "Methods for developing, monitoring and evaluating the effectiveness of regional development strategies and action plans for their implementation" states that the draft regional strategy must include [8]:

- introduction;
- description of the main trends and problems of socio-economic development of the region, assessment of its potential based on smart specialisation, external trends in innovative development;
- results of SWOT analysis;
- scenarios for the development of the region;
- strategic vision for the future;
- strategic goals for the region's development;
- operational goals;
- main tasks, stages and mechanisms for their implementation;
- analysis of the compliance of the provisions of the regional strategy with the State Strategy for Regional Development of Ukraine;
- system for monitoring and evaluating the effectiveness of the strategy's implementation;
- report on the strategic environmental assessment.

Thus, as we can see, this Methodology does not provide for the coordination of regional strategy provisions with the goals of partner regions or administrative-territorial entities located within the region.

Kish H. V. and Svitlynets O. V. note that the foundation of an effective regional development strategy includes the following components [3]:

1. Socio-economic analysis.

2. SWOT analysis.
3. Identification and selection of competitive advantages.
4. Definition of the concept (vision) of development.
5. Definition of strategic goals.

Yakymenko O. V. defines the following sequence of stages in the formation of a regional development strategy [11]:

- defining strategic priorities for regional development;
- assessing the strategic potential of the region;
- defining the strategic goal of regional development;
- strategic planning of regional development;
- modelling scenarios of the socio-economic consequences of the development of priority sectors of the region's economy.

According to researchers [10, p. 27], the formulation of a sustainable local development strategy consists of four interrelated stages:

- Situation analysis.
- SWOT analysis.
- Definition of overall goals, objectives, priorities, expected results and their metrics.

Development of an Action Plan (implementation of strategic objectives and achievement of results).

Sobolieva H. considers that the model for substantiating and selecting a socio-economic development strategy includes five stages [9]:

- 1) conceptual foundations for selecting a socio-economic development strategy;
- 2) assessment and diagnosis of problems and modelling of socio-economic development scenarios;
- 3) justification and selection of priority clusters for the region's economic development;
- 4) selection of priority areas for foreign economic activity;
- 5) development of a mechanism to ensure the implementation of the socio-economic development strategy.

Komelina O. V. has identified the following stages of strategic management of regional development [4]:

1. The stage of developing a regional development strategy and defining development priorities.
2. The organisational stage of strategy implementation (defining the content of organisational and managerial relations between regional actors).
3. The stage of strategic analysis.
4. Stage of coordination of the strategy and regional management model.
5. Stage of implementation (introduction of new forms of implementation of organisational and managerial relations).

Nesterenko S. S. he identified the following stages of regional strategy development [7]:

- diagnostic analysis of the region's condition,
- analysis of the region's problems and environment,

- definition of mission and goals,
- selection of a strategy for the socio-economic development of the region,
- measures to implement the strategy,
- evaluation and control of strategy implementation,
- change management and adjustment of the goals of the region's subsystem.

This list includes not only measures for developing a strategy (the first three stages), but also management actions at the stage of its implementation.

Korniievskiy S. V. identified the following stages of regional development strategy development and implementation [5]:

- 1) analysis of the current state and trends of regional development,
- 2) conducting a strategic analysis of regional development,
- 3) forming a vision of the future and a mission for regional development,
- 4) defining strategic goals and development priorities,
- 5) forming scenarios and forecasts for regional development,
- 6) selecting a scenario for regional development strategy,
- 7) implementing regional development strategy through a specific action plan,
- 8) evaluating and monitoring the implementation of regional development strategy,
- 9) analysing the effectiveness and efficiency of regional development strategy, adjusting the mission and goals.

We consider that certain actions identified by Korniiievskiy S. V. as separate stages can be consolidated. Therefore, we will formulate the main stages of improving the regional development strategy:

I “Preparatory” – analysis of the region's development status, SWOT analysis, forecasting of prospects and foresight of trends that may affect the region's development in the future;

II “Analytical” – defining the region's development priorities, goals and objectives, selecting a strategy and modelling scenarios, risk management;

III “Formalisation” – formulating a strategy, defining indicators for its evaluation.

Therefore, the improved theoretical and methodological approach to improving regional development strategy, unlike the existing one, provides for the use of foresight in addition to conventional forecasting at the preparatory stage, at the analytical stage – clarification of goal-setting processes (coordination of goals at the levels of “state–region–territorial community–socio-economic entity–public”), as well as optimisation of expenditures on communication and innovation activities in the

budget structure, which ensures the harmonious development of the region in the future.

**Conclusions.** Thus, the following conclusions were drawn based on the results of the study:

- analysis of approaches to strategy development allowed us to determine that the use of a problem-oriented approach is appropriate when developing a regional development strategy;
- an in-depth theoretical and methodological approach to improving regional development strategies, which, unlike existing approaches, involves the use of foresight in addition to conventional forecasting at the preparatory stage, and at the analytical stage – clarification of goal-setting processes (coordination of goals at the levels of “state–region–territorial community–socio-economic entity–public”), as well as optimisation of expenditures on communication and innovation activities in the budget structure, which ensures the further harmonious development of the region.

The implementation of these proposals in practice ensures the achievement of balance, equilibrium, harmony, stability, competitiveness of the region, and the economic, environmental and social security of its population.

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