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STRATEGIES AND INNOVATIONS IN THE MANAGEMENT OF ECONOMIC SYSTEMS: UKRAINIAN EXPERIENCE, RESPONSES TO CONTEMPORARY CHALLENGES

ABSTRACT

Ukraine is currently facing an acute issue of economic recovery, as the country seeks to emerge from the devastating effects of the global pandemic and level out and overcome the negative impact of the intensification of military operations on its territory. Given the above, the purpose of the article is to study Ukraine's experience in strategic management of economic systems, taking into account the existing experience and accumulated practices, as well as to substantiate proposals for the development and implementation of progressive, innovative tools of public management in accordance with the challenges of our time. Methods - deduction, induction, analysis, synthesis, dialectical logic, system and dynamic analysis, software modelling. Through the prism of historical retrospectives, the practices accumulated in the country of designing strategies of economic development in the institutional, organizational and substantive context are described. The structurization and detailed elaboration of different archetypes of state economic management, and formalized guiding principles which should form the basis of the elaboration and realization of the strategy of economic systems development have been presented. Separate attention is paid to the disclosure of the content of the components of the innovative platform of value creation, which should form the basis of strategic management of economic systems in Ukraine. The scientific novelty proved that the basis of strategic management of the development of economic systems of Ukraine at the present stage should be the archetype of "centralized and global management", which should be based on an innovative platform of value creation, by supporting three key sectors of economic progress: society, industry and management. The conclusions obtained in the study can be used by the Government of Ukraine and responsible institutions, as well as the business environment in justifying the structural content of the model of strategic management of progressive economic development by assessing the new challenges generated by the challenges of our time. For the achievement of efficiency of management of strategic development of economic systems in Ukraine, it is necessary to provide a synergy of state institutions, representatives of business, and the public.

Keywords: innovation, recovery, economy, state, industry, strategy, development

JEL Classification: E10, O32, F43, H70

INTRODUCTION

Each country's government has the primary responsibility for creating a credible macroeconomic policy framework within which economic agents can operate effectively. This framework must be flexible enough to allow the economy to adapt to external shocks, to provide adequate incentives for long-term growth, and to achieve equity and social development goals.

The above-mentioned issues have become significantly relevant in recent years due to a number of factors.

First, the downturn in the world economy caused by the recent financial crisis of 2008, the COVID-19 pandemic, and a range of complex forecasts for the future of the global economic system, combined with the decline in traditional energy resources and general

population growth, have forced governments to take a qualitatively different approach to economic development and find new, noticeably more effective strategic management techniques (Yousefi, Yung, 2022).

Second, the world is under the influence of new and very changeable development trends associated with globalization and end-to-end digitalization, finding their manifestation in (1) the emergence of world society of interconnected nations; (2) a rapid and complex technological and scientific revolution; (3) the expansion of the "service society" in industrialized countries; (4) despotism and materialism, (5) the problems of developing a growing structuring of economic relations (Johannessen, 2022).

Thirdly, modern strategies and innovations in the management of economic systems are formed and arise against the background of the development of the latest approaches and mechanisms in the management system, which are undergoing radical changes in the transition from the era of agriculture to the industrial and post-industrial industrial revolution.

Obviously, the above factors clearly prove the fact that society is in an era of profound change. And the complexity of the current situation excludes the use of previous methods, tools, analyses, and analogies. The investigated problem is extremely important for Ukraine. Because in addition to global cataclysms, the situation is burdened by military action, the destruction of industrial facilities, and a difficult humanitarian situation. The World Bank predicts that Ukraine's economy will shrink by 45% in 2022 (Ukraine's economy, 2022)

In such conditions it seems that now Ukraine must formulate the newest strategy of management in both the state and private sectors to modernize the country's economy, democratization, strengthening, and preservation of the national identity, which will be based on an innovative methodology and progressive tools that meet the digital challenges of the modern world.

Thus, these circumstances determine the relevance of the chosen research topic and confirm its theoretical and practical relevance.

LITERATURE REVIEW

Key aspects of issues related to strategic planning and management in the national dimension are included in the range of scientific interests of Zhao (2022), Ren & Madina (2022) the authors note the need for tools adequate to the challenges of the modern market. At the same time, individual methodological and methodological approaches to the implementation of strategies for the development of economic systems of different levels are developed in the works of foreign and domestic scientists, which include: Baumers & Dominy (2022), Reznikova (2022), Kramchaninova & Vakhlakova (2020) consider both horizontal and vertical dimensions of the economy.

Revealing the problems of public management of strategic industries in the era of the digital revolution are devoted to the works of Grima, Özen & Gonzi, (2022), Johannessen, (2022), scientists analyze in detail the legacy of Industry 4.0 for modern economic systems. In turn, Gloet & Samson (2022), Soroka (2019), Lypov (2018) emphasize the need to revise regulatory tools under the pressure of digital transformation.

Organizational and methodological issues of ensuring long-term development at the regional level are among the research interests of Ahmad & Wu (2022), Alharbi et al. (2022), who develop proposals for the formation of new institutional forms of local industry organization.

Tilahun & Berhan, (2022), Nam & Luu, (2022), Talebzadehosseini & Garibay (2022) explore patterns of improving public strategic management systems in light of global and local financial and economic crises.

The rapidly growing imbalances in the economy (increasing public debt, declining efficiency of structure-forming corporations, slowing economic growth) are emphasized by Lybbert & Xu (2022), Lou et al. (2022), Funashima, (2022), Lou & Chen, (2022), in turn, Pelekh (2018), Artemenko & Artemenko V (2021) analyze the dramatic shifts in the social sphere (pension deficit, rising unemployment, deteriorating health care, increasing poverty, etc.) due to the new economic model.

The general framework of theoretical, analytical, and institutional adjustment of the growth and development rates of industries to strengthen their economic basis, interconnection, and mutual support of the development of all intangible industries and the social sphere as a whole by the state are developed by Yousefi & Yung, (2022), Maria & Danny, (2022).

At the same time, while paying tribute to the achievements and achievements to date, it should be noted that many factors determine the processes of management of the economy, its sectors, and individual industries from a strategic perspective from the position of ensuring national security have not been studied systematically and comprehensively enough.

Thus, a set of conditions, under which industry or enterprise, or, sector can be classified as strategic, requires clarification. In addition, the classification of institutions supporting the development of strategic industries, as well as the identification of problems of their economic security is of certain interest.

The issues of identification and proper management of factors in the design of strategic development programs, which are associated with threats of a military-political nature and involve the use of various measures of economic pressure, deserve special attention.

AIMS AND OBJECTIVES

The purpose of the article - the study of the experience of Ukraine on the strategic management of economic systems, taking into account the accumulated practices, as well as the development of proposals for the development and implementation of progressive, innovative tools of public management in accordance with the challenges of our time.

Objectives:

- study the country's historical legacy in the development of economic development strategies in the institutional, organizational and substantive context;
- consideration of modern approaches to the strategic management of economic systems development on different scales;
- development of proposals to improve strategic management in the country based on innovative approaches and modern progressive concepts.

METHODS

The methodological basis of the study is general scientific methods of knowledge: deduction, induction, synthesis, generalization, dialectical logic, and grouping. As special methods of research, system and dynamic analysis, tools of statistics, and software modelling, were used, through which it is possible to carry out a holistic consideration of the methods and approaches used in the strategic management of economic systems.

Also, during the study, the author relies on the results of scientific research in the field of strategic management, formation, and development of the adaptive capacity of industry, the data of state reporting and statistical bodies, legislative and regulatory acts, and policy documents.

RESULTS

The system of strategic management of the economy as a whole and its individual industries, levels, and sectors consists of a number of interrelated measures affecting all key aspects of economic behaviour and development (Kramchaninova & Vakhlakova, 2020). In the classical understanding, the main elements of the strategic management system are fiscal, monetary, foreign exchange, wage, and trade policies. Together, they determine the level of domestic inflation, the rate and structure of capital accumulation and resource use, the volume of foreign exchange earnings, the features of the balance of payments and external borrowing balance, and, finally, the rate of economic activity and growth (Lou & Chen, 2022).

It should be emphasized that in both theory and practice there are no simple generalizations about a single set of appropriate policies of guaranteed strategic development that would be applicable to all countries in all circumstances. Similarly, there are no institutional arrangements for managing economic policy that is equally suited to all states without exception. The expediency of the applied measures, their composition, the set of tools and methods, and the list of institutions involved vary depending on the level of development, size, and natural endowment of the country.

Considering the institutional aspect of this issue, it is worth noting that the creation of planning agencies to develop a comprehensive development strategy was an important institutional step in many developing countries. In some States, however, finance ministries continued to oversee economic policy from a strategic perspective, mainly through budgetary control and central bank oversight. Practice shows that both mechanisms have shortcomings (Johannessen, 2022).

Ministries of finance tended to be preoccupied with short-term problems of financial management and paid little attention to long-term development issues. Planning agencies in general have not lived up to the high expectations placed on them

in the 1950s and 1960s and are often limited to formulating public investment programs with only weak links to budget and policymaking.

Moreover, most countries lack institutional mechanisms to coordinate short-term financial management with long-term policy analysis and investment planning or to respond quickly to changing circumstances (Baumers, Dominy, 2022).

In Ukraine as well, in the issue of working out the strategy of economic development, it is possible to state the non-systematic and uncoordinated actions of the government, ministries, and departments. Thus, programs and projects are adopted by the Verkhovna Rada of Ukraine at the presentation of certain ministries (this may be the Ministry of Finance, the Ministry of Economy), and strategies in individual sectors are developed by numerous government institutions, services, and other agencies. Of course, this situation is not conducive to the development of a common vision, nor to the introduction of concerted action and quality control of the implementation of these directions.

The last National Economic Strategy for the period up to 2030 was approved by the Cabinet of Ministers of Ukraine on March 3, 2021, № 179. More than 60 representatives of the Cabinet of Ministers, the Verkhovna Rada, and the President's Office took part in its development. The Strategy includes 20 vectors of economic development until 2030. General organizational and methodological support and coordination of the implementation, monitoring, and revision of the Strategy will be done by the Secretariat of the Cabinet of Ministers of Ukraine. This is certainly a positive factor, as in the past practice of including various government institutions in the list of those responsible, now the only coordinating and supervising centre.

Significant attention, of course, deserves the very content of development strategies and the archetype of public administration, which was used in their design and implementation.

The first government programs for the development of economic systems in Ukraine, which began to appear since independence, cannot be strictly evaluated from the perspective of strategic management, because they were prepared in a mode of strong stress and external influence. The plan of action in the aspect of strategic management was insufficiently structured. The situation at that time was also burdened by the fact that many legislative acts regulating the reforms were being prepared.

Evenly, in separate strategic documents, the sections of the program detailing the most important directions of economic management began to stand out: agricultural, industrial, trade, research policy, energy, and foreign affairs. Continuous management reform also became a permanent component of strategic development programs, thereby ensuring the proper functioning of the public administration apparatus. The latter deserves special attention, as two phases of strategic management of economic systems have become clearly distinguished in Ukraine: the formation of an economic development strategy and the implementation of this strategy.

Since 2014, national economic development strategies began to be elaborated in the context of European integration and taking into account the provisions of the EU Sustainable Development Strategy.

At the same time, despite the improvement and progress of the practice of strategic management of economic systems in Ukraine, the three-nominal model of strategic management of economic development served as the theoretical basis for the whole period, which provided for the impact, using various tools and methods, on the volume and structure of resources (supply), the volume and structure of demand and income distribution.

However, from the moment the country's economy began to gradually integrate into the global space and acquire signs of openness, amid government attempts to promote growth and full employment by stimulating aggregate demand, it turned out that most of it was met by imports rather than domestic sources of supply. Increased imports led to a persistent trade deficit and payments. At the same time, it led to constant state budget deficits and often to high rates of inflation.

Today it is obvious that in an open economy the strategic goal of development is to maintain an external balance while promoting growth inside the country.

With this in mind, we believe that the Ukrainian government faces two key challenges: reducing debt and stimulating growth in the key, most competitive sectors of the economy. And to address these challenges, there are two decisions to be made that will help to understand which approach best meets the country's needs from a strategic perspective.

Decision 1

Which will best facilitate the immediate recovery of a country's economy - a local approach or a global one?

If a country is facing acute and systemic insolvency, has high levels of domestic inequality and/or disaffected citizens, or its supply chains for vital industries are threatened, the priority should be focused on local economic recovery. When a country's industrial sector and economy depend on global supply chains and financial flows, respectively, global problems require global solutions, hence the need for a strategy that includes a globally oriented recovery (Munir, Yiyun, 2022).

Decision 2

What is the best option for stimulating national economic growth - active participation and oversight of problems or enabling the private sector and local institutions?

This choice depends on the structure and operating model of a country's economy. Other determinants include how deeply the government believes it can trust businesses and citizens to make decisions, how flexible it considers public and private institutions, and what basic skills the government possesses.

In essence, the formalization of the strategy in the management of Ukraine's economic systems within the two above-mentioned decisions is to choose a specific archetype of public administration within the quadrant (see Fig. 1).

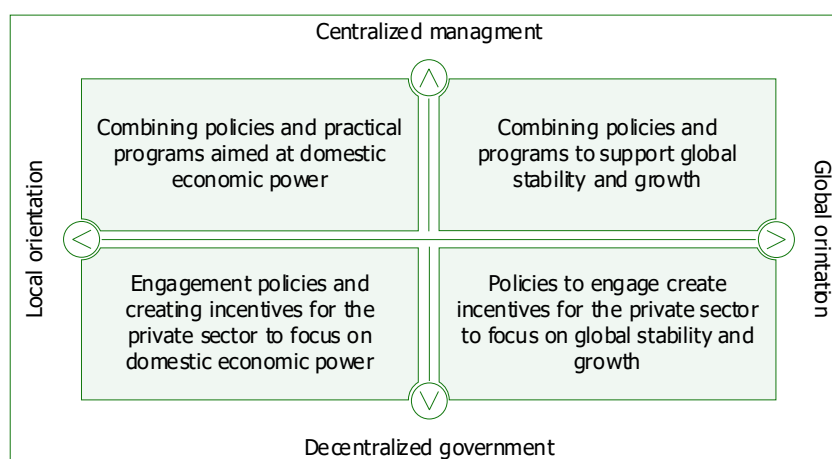


Figure 1. Archetypes of public administration in the process of strategic development of economic systems.

In order to choose a specific archetype of state management of the strategic development of economic systems most pleasant for Ukraine, let us briefly characterize each of them.

Centralized governance by local orientation. Under this archetype, centralized, demand-driven government and local empowerment are seen as the main drivers of economic recovery. The key questions for these governments turn around how to do better:

- invest at the local level;
- identify and support industries that stimulate economic recovery;
- support domestic spending through cash transfer programs;
- insulate local businesses from foreign competitors;
- protect industries vital to national security;
- encourage exports;
- create a society that is inclusive, more equitable, and qualified for the future.

Using this archetype of governance, a national government has the opportunity to strengthen its national security and sustainability by revitalizing local industries and, by extension, local communities. In this case, it is important to identify the "national champions"-the industries that underlie the country's economy. Accordingly, the main cash flows should be directed to these industries (Alharbi, 2022).

In applying this management approach, however, one must be careful not to overburden small or nascent industries or communities with too much funding or regulation. It is wise to take advantage of public-private and civic partnerships to understand how best to help these sectors grow and thrive. In areas of targeted investment, key indicators, such as industry and employment growth, need to be tracked to understand the impact of the investment. And skills development will be vital to provide businesses with the know-how to help drive growth.

Centralized local governance has found extensive use in the land of the rising sun, especially during the pandemic.

Decentralized, locally-oriented governance - involves supporting little central oversight, preferring that local governments manage their own affairs independently.

Businesses are given wide latitude to maximize profits, on the assumption that well-performing businesses also create more jobs and invest more money in the local economy. The regulatory framework adopted by the country is related to national security and safety, in particular the protection of national supply chains and the economy from foreign interference. These governments rely on private, civilian, and local organizations as partners in governance. The key question is how to enable industries and communities to support themselves. To this end, it is usually necessary to remove barriers to economic growth for corporations and individuals, for example, by reducing taxes, imposing protectionist tariffs, encouraging tax breaks and risk guarantees to stimulate investment, and creating incentives for corporations and local governments to upgrade the skills of the workforce (Tilahun & Berhan, 2022).

Under this archetype of governance, governments can not only help local communities maximize their growth and meet their specific needs but also free up central government resources to redistribute to local institutions. International experience clearly demonstrates that this approach to governance can create thriving hyperlocal ecosystems with artisanal industries that can become the backbone of national economies.

However, the success of this approach to the strategic management of economic systems depends to a large extent on strong partnerships between the central government and local governments, the private sector, and civil society organizations, which provide a link to the local economy that ensures the growth of national GDP. These decentralized and local governments must also manage potential social and economic inequalities between parts of the country. The central government can help manage these disparities by coordinating the sharing of knowledge and best practices among local partners and tailoring the incentives and rewards offered to different local governments (Gloet & Samson, 2022). One example of the effective application of this approach in practice in economic recovery can be seen in Mexico.

Centralized and global governance. Governments operating under this model facilitate alignment between local governments, the private sector, and citizens to maintain a common set of national priorities and values that are globally influenced. These governments identify, help and encourage the development of local industries with global competitive advantages, promote innovation in these industries consistent with the broader global agenda, and build regional supply chains to strengthen their national position and that of their neighbours. The regulatory frameworks of these countries are robust, consistent with international standards and norms, and capable of balancing economic and social progress. The key questions for these governments are which industries support the global common good, how best to shape and influence the global agenda, and which partnerships - regional, local, or international - are most beneficial.

Investments in national champion industries can spur a significant amount of innovation. These governments can partner with the private sector to enhance the skills of citizens, helping to create social mobility opportunities that benefit society while providing national champion industries with a workforce capable of competing in a digital world (Funashima, 2022).

The main challenge for national governments in ensuring the strategic development of economic systems using the archetype of centralized and global governance is to ensure that small and medium-sized enterprises, which constitute a significant part of the economy, are not left behind. It is small companies that are the powerhouse of most local economies and the backbone of the middle class. These large and global governments also need to have a strong, centralized communication strategy explaining how their global agenda is important to citizens and directly benefits them; otherwise, they risk undermining public trust in themselves.

An example of the effective use of this governance model is Norway, which encourages investment in sustainable solutions by positioning the Norwegian economy for global growth.

Decentralized and global governance. According to this archetype, governments believe that global problems are also national priorities, but that unfettered markets are the most efficient and balanced way to achieve progress and sustainable development. Such governments set the direction and tone for their globally coordinated economic policies, but their implementation rests with the markets. Countries supported by this model have a consistent but broad regulatory framework and very limited protectionist policies; they rely more on a free-market system that checks and balances itself in economic development (Reznikova, 2022).

Interventionist policies are used as tools to support and stimulate the development of economic systems on occasion, mainly to reduce obstacles to business or create a more competitive environment-for example, by injecting liquidity into the financial sector, reducing taxes, providing tax breaks and risk guarantees, and creating a business-friendly environment that will stimulate foreign direct investment. One of the key issues in a strategy to develop this governance archetype is

to identify and communicate a consistent set of national priorities, as governments typically do not disseminate information through explicit programs and incentives, but rather apply more subtle influence. Other key issues are how to balance a "light touch" approach with helping industries become more resilient and strengthen national security in an unstable global environment, and how to determine what levers should be deployed and when so that economic growth leads to a more equitable society.

Using this model of government, especially in large, industrialized countries, governments can quickly create tremendous economic growth because their free-market economies are globally based and competitive.

This approach to governance has found widespread implementation in the United States, Germany, and France.

Considering the above, and also taking into account the already existing achievements of Ukraine in the context of economic growth and integration into the international space, we think, that the basis of the strategic management of economic systems development on the modern stage must be the archetype of "centralized and global management". In order to master and use all advantages of the specified approach, it is expedient to realize it based on an innovative platform of value creation which is based on an indivisible triumvirate of three key branches of economic progress: society, industry, and management (see Fig. 2).

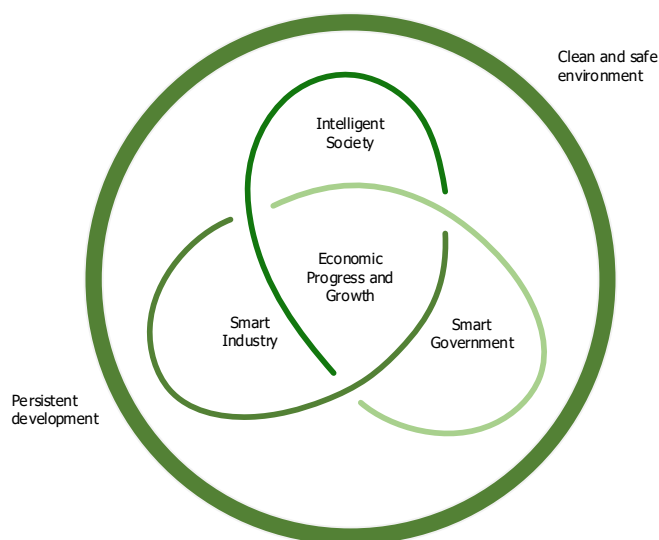


Figure 2. Fundamentals of economic progress at the present stage.

Development in each of the sectors identified in Fig. 3 industries, will provide and consolidate the values of economic progress. At the same time, these values should constitute a conscious goal of human activity, the economic entity, and the individual institution; and with regard to public policy, it should become the most important indicator for measuring the effectiveness of economic development when making strategic decisions.

It seems advisable to determine the guiding principles that should form the basis of the activities of all authorized subjects to develop and ensure the implementation of the strategy of economic systems development in Ukraine within the triumvirate of value creation, which can help governments and businesses to create more effective working relationships to achieve a unified vision of economic progress.

1. Develop and communicate a national vision for economic development that includes the roles, responsibilities, and expectations of every stakeholder in society. Digital technology and advanced innovation solutions allow for unprecedented course corrections and the creation of stronger and better versions of societies for economic progress and growth. Everyone has a role to play in this new vision, and businesses of all sizes must be clear about their reflection in plans to rebuild the economic engine and help create an inclusive, skilled workforce and sustainable value chains.

2. Achieving private sector support for social issues. Social issues, which have long been the exclusive prerogative of the national government, have become an issue for businesses as well, as stakeholders begin to demand that businesses use their resources and influence to effect positive social change. Governments and businesses must find new ways to work together to make progress.

3. Strengthen and improve channels of communication using digital technology and innovation. To work together, the government, business, and civil society in the country must reevaluate and then create or strengthen channels that allow them to communicate with each other. Roundtables, contact offices, and other solutions should be considered and implemented to ensure an open, active dialogue.

4. Improve mechanisms and incentives for transparency. There is a need for all stakeholders to take steps to be transparent in their operations and reporting of results. This requires public institutions and businesses to review their operating models. The government can support businesses by providing economic incentives through increased capital support, tax breaks, preferential participation in government tenders, etc. for companies that can demonstrate a sustained and conscientious effort to solve economic problems.

Now let us consider in more detail the components of the innovative platform of value creation, which should form the basis of strategic management of economic systems in Ukraine.

First of all, let us indicate the whole and expected results in the context of each of the three components.

Intelligent society: a happy society, open to every citizen's ideas, innovations, and challenges, demonstrating solidarity, self-government, and political maturity and responsibility.

Smart industry: advanced sectors and manufacturing industries that are flexible and able to compete globally, can create high added value based on knowledge, innovative entrepreneurship, and social responsibility, and support green growth principles.

Smart government: governance that is open and participative, meets public needs and provides high-quality services. It is made up of competent professionals capable of making focused strategic decisions.

Table 1 shows the specific practical measures that will allow us to achieve in practice the specified goals and ensure high results of the strategic development of economic systems in Ukraine.

Table 1. Key initiatives to achieve progress in three key sectors of economic development: society, industry, and governance.	
Industry	
Direction of development	Key initiatives
Economic Integrity	<ol style="list-style-type: none"> 1. Promoting the integration of industries and services as well as research organizations into regional and global business, cultural, scientific, and educational systems. 2. Focusing funding for academic and research institutions on the development of market-relevant innovations. 3. Strengthening the integration of enterprises into the international value chain. 4. Strengthening corporate and institutional capacity to take advantage of opportunities provided by global information networks. 5. Attracting global investment to the country. 6. Ensuring a high degree of harmonization in national industry and services that will create high added value and serve as a catalyst for progress in scientific research.
Government	
Strategically strong government	<ol style="list-style-type: none"> 1. Development of leadership and management competencies in central and local governments and communities. 2. To ensure that strategic decisions are made in cooperation and based on consensus and broad consultations with social and economic partners. 3. Introducing a competency management model that includes all aspects of human resource management and enables the mobilization of all competencies for the successful achievement of goals and priorities. 4. Make the public service lean, flexible, professional, accountable, and results-oriented. 5. Guaranteeing adherence to uniform standards of performance and management in the public sector. 6. Scoping agencies through regular functional analysis and elimination of overlapping tasks. 7. Creating a culture of evidence-based management, ensuring that the competencies needed to improve performance and strengthen analytical capabilities are built. 8. Ensuring that management decisions are made based on evidence-based information. <p>Implementing an initiative to improve the efficiency of the use of funds in public administration by optimizing the functions and provision of public services in selected areas.</p>

(continued on next page)

Table 1. (continued)

Society	
Direction of development	Key initiatives
Energetic Society	<ol style="list-style-type: none"> 1. Directing the general education system to develop creativity, citizenship, and leadership skills. 2. Development of high-quality cultural services across the country, ensuring their diversity and accessibility. 3. Formation of a healthy life as a prerequisite for the progress of society. 4. Development of individual services to increase the effectiveness of preventive measures, as well as wider application of targeted measures to improve the health of the population. 5. Supporting self-governance of communities (by empowering schools and local administrations), which increases the participation of the public and non-governmental organizations in public life and decision-making
Learning Community	<ol style="list-style-type: none"> 1. Creating an effective system of lifelong learning by effectively adapting information communication technologies and ensuring the development of knowledge and skills necessary for an active society 2. Development of national programs that unlock the potential and talents of students, as well as a system for identifying gifted trainees 3. Create an environment conducive to science and research and make the country attractive to the best researchers and scientists 4. Launching a world-class teaching and research centre to strengthen the existing national infrastructure and mobilize the best scientific and teaching capabilities.

Thus, the initiatives outlined in Table 1 will create an environment that will realize the values associated with economic progress. Reliance to the creative forces of society and a smart economy based on knowledge, entrepreneurship, and responsibility will generate high added value and create societal well-being. Qualitative changes in society and the economy will be facilitated by an effective government that provides high-quality services. All this is the basis for developing a long-term strategy for strengthening Ukraine's fundamental societal capabilities capable of ensuring the harmonious development of the state, increasing the efficiency of response to the pressure of global competition, global economic and ecological changes, and contributing to the creation of high standards of living for all.

DISCUSSION

Today's current challenges faced by Ukraine - COVID-19, intensification of military operations - certainly require the latest approaches to the strategic management of economic systems capable of providing a solid foundation for long-term growth and job creation. Accordingly, in such a situation the government must wisely spend the time and resources necessary to justify a new vector of economic development and determine the country's place in the global space, as well as intensify activity in choosing the best ways to respond to the current situation with new programs that can bring real benefits.

Given the above, the approach proposed by the author based on the results of the study on strategic directions in the management of national economic systems provides for the use in the country of the archetype of "centralized and global governance" based on an innovative platform of value creation in the indivisible triumvirate of three key areas of economic progress: society, industry, and governance is not only the object of theoretical considerations with a potentially complex mode of practical functionality.

The proposals formulated are a rational alternative to the national government, which involves turning economic strategic management into an effective, easily constructed tool for practical action. For this tool to be implemented in real life, the political will is needed to legislate individual directions and elements.

The developed approach differs from the existing ones in that it allows to reorient of the strategy of economic systems development from the classical trinomial model of the state influence on the volume and structure of resources (supply), volume and structure of demand, and income distribution, towards innovative development of society, industry and management apparatus in the country.

In addition, it is emphasized that the use of classical approaches, methods, and standards of strategic management, providing for the activity of the government alone, conducting domestic nationalist policies, such as protective tariffs, food embargoes, etc., will not solve the challenges facing the country today. Global trends and crises need global leadership. Economic recovery requires a holistic, multilateral global approach that ideally includes a new visionary relationship between government and modern global business.

CONCLUSIONS

Since Ukraine's independence, while producing a strategic vision for the development of economic systems, the government and representatives of the business community, as well as the public in the country, have acted in isolation from each other, with the result that the economy has been neither sustainable nor inclusive. To date, the situation has been greatly exacerbated by the COVID-19 pandemic and the beginning of active hostilities in the country.

In these circumstances, the author believes that for the national economy to grow again, with an innovative vector of development and using the best achievements of the Fourth Industrial Revolution, the leaders of the government, business, and private sectors need to work together in a more coordinated and seamless way. In this synergy, the government can create a society that is stronger, more sustainable, and fairer; businesses can help realize this vision by providing jobs, competitive advantages, and economic growth; and the public can promote transparency and accountability of government and businesses to the public. Together, all of these actors involved in developing and implementing a strategic vision for economic systems can create an economy that both stimulates growth and leads to a more inclusive society that benefits all.

Given the fact that Ukraine is already a participant in the global space, and clearly articulates the desire for European integration, the article proposes the archetype of "centralized and global governance" as the basis for strategic management of economic systems development, which should be based on an innovative platform of value creation, by supporting three key sectors of economic progress: society, industry, and governance.

The study details the features of the "centralized and global governance" model, identifying the opportunities, advantages, limitations, and disadvantages. It also formalizes the guiding principles that should form the basis for the activities of all authorized subjects of designing and ensuring the implementation of the strategy of development of economic systems in Ukraine. Particular attention is paid to the disclosure of the content of the components of the innovative platform of value creation, which should form the basis of strategic management of economic systems in the country. For this purpose, the goals and expected results in the context of each of the three components are highlighted, and key initiatives to achieve progress in these sectors of economic development: society, industry, and management are indicated.

Prospects for further research consist in the disclosure of progressive approaches, planning methods, and innovative thinking that can solve the problem of the current economic imbalance in Ukraine by aligning the unique internal needs of the country with a holistic global perspective.

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СТРАТЕГІЇ ТА ІННОВАЦІЇ В УПРАВЛІННІ ЕКОНОМІЧНИМИ СИСТЕМАМИ: УКРАЇНСЬКИЙ ДОСВІД, ВІДПОВІДІ НА СУЧАСНІ ВИКЛИКИ

Нині в Україні гостро стоїть питання економічного відновлення, оскільки країна прагне вийти з руйнівного впливу глобальної пандемії, а також нівелювати та подолати негативні впливи активізації військових дій на своїй території. З огляду на зазначене, мета статті полягає в дослідженні досвіду України щодо стратегічного управління економічними системами з урахуванням накопичених практик, а також в обґрунтуванні пропозицій стосовно розробки та впровадження прогресивних, інноваційних інструментів державного менеджменту відповідно до викликів сучасності. Методи: дедукція, індукція, синтез, діалектична логіка, системний та динамічний аналіз, інструменти статистики та програмного моделювання. Через призму історичної ретроспективи описані накопичені в країні практики щодо розробки стратегій економічного розвитку в інституційному, організаційному та змістовному контексті. Наведено

структуризацію та деталізацію різних архетипів державного управління економікою, формалізовані керівні принципи, які повинні складати основу діяльності щодо розробки та забезпечення реалізації стратегії розвитку економічних систем. Особливу увагу приділено розкриттю змісту складових інноваційної платформи створення цінності, яка має формувати основу стратегічного управління економікою в Україні. Доведено, що основу стратегічного управління розвитком економічних систем України на сучасному етапі має складати архетип «централізоване та глобальне управління», який повинен базуватися на інноваційній платформі створення цінності, за рахунок підтримки трьох ключових галузей економічного прогресу: суспільство, промисловість та управління. Отримані під час дослідження висновки можуть бути використані урядом України та відповідальними установами, а також бізнес-середовищем під час обґрунтування структурного наповнення моделі стратегічного управління прогресивним економічним розвитком шляхом оцінки нових викликів, що генеруються сучасним глобальним середовищем. Для досягнення ефективності управління стратегічним розвитком економічних систем в Україні необхідно забезпечувати синергетичну взаємодію державних інституцій, представників бізнесу та громадськості.

Ключові слова: інновації, відновлення, економіка, держава, промисловість, стратегія, розвиток

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