

## STRATEGIC MANAGEMENT AS A TOOL FOR THE DEVELOPMENT OF PUBLIC SPHERE ENTITIES

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## ABSTRACT

As global practice shows, the fundamental mechanism for optimizing the activities of public authorities is strategic management, which involves the development and introduction of the latest technology to optimize their functioning and contributes to the formation of positive trends in the innovative development of the entire public administration system. Therefore, this article, based on the analysis of modern problems in the formation of strategic management in the development of the public sphere, demonstrates the expediency of using the strategic management methodology in the development of the public sphere to ensure its effective formation. The main strategic management tasks of state authorities are determined, solutions to which must be derived in compliance with the criteria of effectiveness and social responsibility. The need to change the management culture in the public sector is substantiated – in particular, the introduction of a strategic approach to management in the activities of state authorities is encouraged. The place and role of strategic management in the organization of the activities of state administration entities is defined. The main tasks of the strategic management of state authorities are also outlined, solutions to which must be carried out in compliance with the criteria of efficiency and social responsibility. The main stages of strategic management in the public sphere are characterized, the observance of which enables state authorities to quickly solve organizational problems and, in general, ensure the effective functioning of the public administration system at all levels. The key conditions for the effective work of state authorities in Ukraine are identified, and both modern innovative strategic management tools and the possibilities of their use in domestic state authorities are analyzed. It is substantiated that the analysis of strategic alternatives and the justification of strategy is a conceptual task of strategic management, the achievement of which requires the use of an interrelated set of tools. The main directions of the development of the system of management of the activities of public sphere entities are studied, and it is emphasized that this should change in accordance with general trends in the development of management science. The implementation of strategic approaches should become a priority area of implementation for the new concept of public sector management. The stages of the strategic management of public sector entities are also proposed, taking into account their purpose and role in the development of the country and the objective of reforming the general public administration sector.

**Keywords:** *strategy; development; public sphere; public management; strategic management; innovative tools; public authorities.*

**Reikšminiai žodžiai:** *strategija; plėtra; viešoji sfera; viešasis valdymas; strateginis valdymas; inovatyvūs įrankiai; valdžios institucijos.*

## INTRODUCTION

The desire of Ukrainian society for progressive transformations based on European values prefigures, first of all, the need for a large-scale and rapid update of the effectiveness of the public administration system within the purposeful implementation of public administration reforms. Therefore, reforming the management system of public sector entities is currently one of the highest priority tasks in the country, since it is their activities that ensure the creation of general conditions for the development of business and entrepreneurial initiative. As global practice shows, the fundamental mechanism for optimizing the activities of public authorities is strategic management, which involves the development and introduction of the latest technology to optimize their functioning. This will contribute to the formation of positive trends in the innovative development of the entire system of public administration in Ukraine.

The implementation of economic transformations in the country has led to an increase in the role of the regions in all spheres of society. At the same time, the functioning of these regions requires the formation of an effective management system capable of implementing economic policy in market conditions. After all, for Ukraine, the strategy of the development of the economy of the regions is now the main development task. Hence, it is expedient to determine the strategic priorities of regional business entities to ensure the sustainable development of the country, reducing regional asymmetries and interregional differentiation. For this purpose, the development of strategic management systems that ensure regional economic development is carried out. However, systems of strategic management of regional economic development are in their initial stages of development, and have not yet achieved the effect that was first expected. Therefore, the problem of developing the theoretical and methodological foundations of a system of strategic management of the development of the regions' economies is relevant, within the framework of which it is necessary to clarify the content, purpose, and economic regularities of development, and the scientific principles underlying the formation of these foundations.

## LITERATURE REVIEW

The theoretical basis of the development of the strategic management of public sphere entities is formed of works, first of all, by such authors as Boyne (2004), Gruening (2001), Hood (1991), Kooiman and van Vliet (1993), Osborne (2006), and Steiss (2020).

Shekhovtseva (2000) considered strategic management as a sequence of stages that ensure the functioning of the main institutional management structures. In accordance with this, the specifics of implementing strategic management are reduced to: defining clear goals of the organization's functioning; the strategic analysis of the external and internal conditions of the organization; forecasting parameters of the development and functioning of the organization; the development and implementation of the strategic goals of the organization; the formation and selection of alternative strategies for the development of the

organization; the implementation of strategies; and the control, adjustment and regulation of the strategy implementation process.

Kasych and Kharchenko (2017) distinguished the following stages of strategic management for public institutions: planning the strategy development process; strategic analysis; the development of a set of basic strategies; the coordination of the content of basic strategies and their adjustment in accordance with the specifics of the activities of public sphere entities; the implementation of the strategies of public sphere entities; and control over the implementation of strategies.

In truth, the strategy of the socio-economic development of a region is created only as an invisible, coordinated part of the strategy of the socio-economic development of the country and the economy of any district. At the same time, it acquires meaning and significance as an integrated indicative strategy for microeconomic units of the entire region, and directs other economic entities of various scales from the external environment (NGOs, integration unions and alliances, international organizations, etc.) (Osborne 2006; Steiss 2020).

Strategic management is an important functional resource for optimizing the activities of state authorities, which should simplify complex management structures and interactions between vertical levels of power in such a way that the activities of state authorities have an internally balanced nature between strategic and tactical principles of management (Kooiman and van Vliet 1993).

## AIMS AND OBJECTIVES

The purpose of this article is to highlight the key elements and models of strategic management, because the primary and most appropriate task of the public sphere is the use of not one specific model of strategic planning and management, but a complex of several which will increase the quality of the management strategy formed for the development of the public sphere.

In accordance with this goal, the following tasks were set:

- justify the importance and roles of strategic management in the activities of state authorities;
- analyze global experience of using innovative strategic management tools;
- determine the main directions of development of the system of management of the activities of public sphere entities;
- determine the tasks and stages of strategic management in the public sphere.

## METHODS

In order to achieve the aims and objectives of the article, the dialectical method of scientific knowledge was used as the basis of this study, and the following general scientific and special methods of scientific research were employed: morphological analysis, synthesis and grouping – to detail the conceptual and categorical apparatus, namely, to substantiate strategic management; structural and logical analysis – to determine the sequence of the study and present the results of the analytical part of the study, that is, to determine the indicators of the strategic management development index; graphical – to provide a visual presentation of the research results; modeling – to enhance the improvement of the structural and logical scheme of the mechanism of the strategic management of public sector entities; the abstract-logical method – for formulating research conclusions; and the methods of analysis, synthesis and generalization – to study the basic principles and tasks of the strategic management of the development of the public sphere.

## RESULTS

The dynamic development of the modern world requires effective and mobile activity from state authorities, which would have a strategic focus and guarantee stability in the implementation of their functional powers. The experience of administrative reforms in the leading countries of Europe and the United States indicates increased attention being paid to the implementation of strategic management in the activities of public authorities as an important component of the reform implementation process.

It has been established that strategic management in the activities of state authorities generally represents the clearly structured activity of state administration entities aimed at achieving defined goals. In this context, strategic management in the activities of state authorities plays a universal role, ensuring the efficiency, optimality and rationality of administration at all levels of power functioning (Kasych 2016). Thus, the strategic approach applied to the field of public administration involves the clear representation of the final socially determined result, the most effective organization of actions to achieve goals and, most importantly, real responsibility for results, which is ultimately determined by the public.

The tasks of strategic management in the activities of state authorities are as follows:

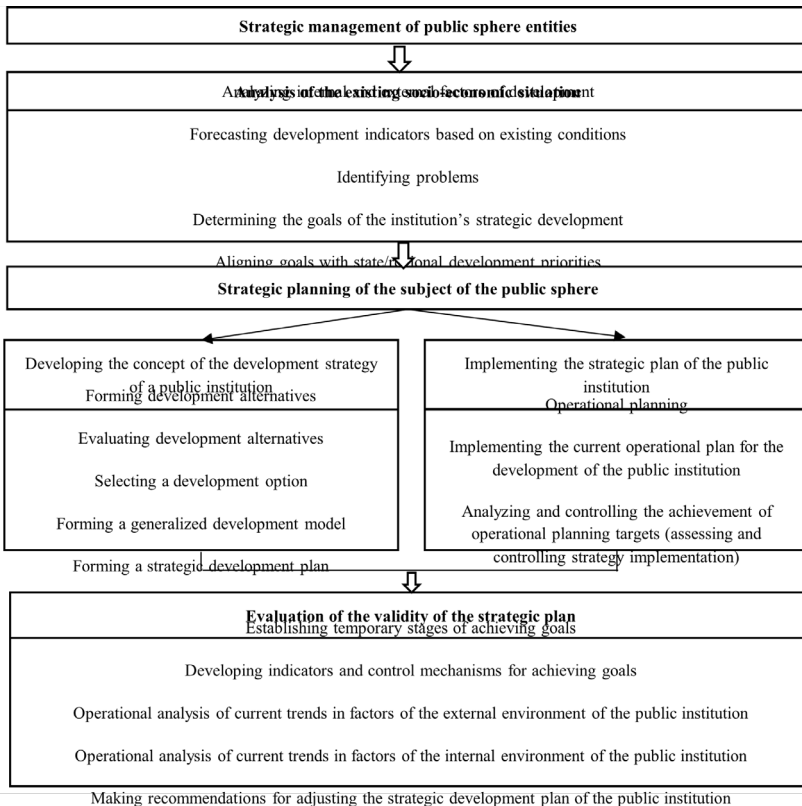
- ensuring the strategic focus of all management processes;
- ensuring the availability of synergy and consolidating the efforts of all public authorities;
- clearly defining the goals and objectives of development, improving the management and quality of public services, ensuring the availability of an effective mechanism of their control;
- optimizing the functional potential of structural divisions in the public sphere;

- creating powerful tactical resource support for the process of state management decision-making;
- ensuring the effectiveness of goals and tasks, which, in turn, would open new horizons for the functioning of structural divisions within state management structures;
- introducing new information and social technologies in management activities;
- improving performance indicators in the formation of promising areas of activity in the public sphere (Stoyanets 2015).

In general, strategic management in the activities of state authorities should ensure the solution of two main issues, namely automated responses to external changes and the organization of the appropriate process of making state management decisions. At the same time, the resolution of the above-mentioned tasks should be carried out in compliance with the criteria of effectiveness and social responsibility.

The analysis of economists' research reveals a generally accepted structure of the strategic management mechanism, including for public institutions, which includes the stages of strategic planning, strategy implementation, and the evaluation and control of strategy implementation (Kendall 2004). In the authors' opinion, the shortcomings of existing studies lie in positioning feedback as a component of the stage which involves solving the tasks of evaluating and controlling the implementation of the strategy. For public institutions, this concept is logically illegitimate, as it implies control of the current values of target performance indicators, and not the forecasted factors of internal and external environments on the basis of which the strategic plan was formed.

Therefore, in the authors' opinion, the optimal structure of the concept of strategic management should contain the following stages: analyze the existing socio-economic situation, on which it is appropriate to conduct an analysis of internal and external factors of development; forecast development indicators based on existing conditions; identify existing problems; define the goals of the strategic development of the institution and align them with state and regional development priorities; and the strategic planning of a public sector entity, which includes two important components – the development of the concept of the development strategy of the public institution, and the implementation of the public institution's strategic plan. In connection with the need to coordinate the goals of public institutions within the framework of a single comprehensive approach, the content of the concept of strategic management can be reflected in the following form (Fig. 1).



**Figure 1.** Improved structural and logical scheme of the mechanism of strategic management of a public sector entity

*(Source: compiled by the authors)*

Each of the tools and methods depicted above allows us to move closer toward a certain goal in the development of a public institution or organization. However, there is currently no universal set of tools that can solve all existing development problems. That is why it is advisable to use a set of models, as a result of which the negative aspects of one model will overlap with the positive aspects of others.

To build a strategic management system, it is possible to use the following preexisting models developed by Thompson and Strickland (1998).

1. Strategic management with the help of choosing strategic positions, which involves: the analysis of prospects; the determination of priorities and the allocation of resources between various promising types of activities; the analysis of possible diversification options; the forecast of dynamics of instability factors; planning new

strategies corresponding to expected levels of environmental instability; and forecasting organizational changes and opportunities.

2. Management based on the ranking of strategic tasks, which takes place within the management system by: categorizing tasks according to the degree of urgency and importance, where tasks with the highest priority are transferred to the relevant divisions for preparation and decision-making; controlling the decision-making process to ensure the compliance of the consequences of decisions with the strategic instructions available in the management system; and ensuring the continuous recovery and revision of current strategic tasks.
3. Management in conditions of strategic surprise, which is used when new problems are not only poorly predicted and develop very quickly, but also arise suddenly, without having an expected forecast.
4. The management of weak signals, which is based on the assumption that any adverse phenomena or prospects for the growth of opportunities do not arise suddenly, but are determined by the appearance of harbinger signals, or weak signals.

In addition to the above-mentioned models, the following strategic management models are used in international management practice (Kooiman and van Vliet 1993).

5. Entrepreneurial – characterized by leadership foresight, the active search for new opportunities, the implementation of various changes and the adoption of well-founded decisions. This type of management is most common in newly created enterprises, in a difficult financial situation and in the presence of strong managers.
6. Adaptive – based on taking measured steps to solve problems and identifying opportunities for their gradual solution. This type of management is used by managers of enterprises with a stable economy, and is effective when the external conditions are stable. Lower-level managers have some freedom in implementing strategy.
7. Planning-based – involves systematic comparative analysis, the formulation of strategy and the justification of decisions. This type of management is typical of large companies that have sufficient resources to conduct detailed comparative analysis. Planning specialists are involved in formulating such a strategy.  
Further models of strategic management that are used in management practice can also be added according to Kenton (2023).
8. On the basis of strategic gaps – this involves the formation of strategic decision zones that must be adopted by the company's managers in order to turn current trends in the right direction in order to achieve the desired parameters of the company's development. This approach emphasizes the correspondence between what is possible and what should be achieved.
9. Taking into account the strategic advantages of the institution based on the results of SWOT analysis.



10. Creating and maintaining competitiveness through the use of broader strategic measures that ensure orientation toward long-term competitiveness, during which key success factors are identified.
11. Reputation, as businesses with a trustworthy reputation have loyal customers, reliable partners and wide access to financing and investment.
12. Taking into account the size of the enterprise, which involves the formation and effective use of certain organizational systems. This dictates the presence (and appointment) of a person (or department) responsible for specific tasks related to the development and implementation of various strategic plans.

Each of these models has both advantages and disadvantages, which are analyzed in Table 1.

**Table 1.** Advantages and disadvantages of strategic management models

No.	The name of the strategic management model	Advantages	Disadvantages
1	Strategic management through the selection of strategic positions	Makes it possible to analyze prospects, determine priorities and allocate company resources	The selected position may not correspond to market trends
2	Management based on the ranking of strategic tasks	Review of current strategic tasks through categorization, analysis and continuous renewal	Not taking into account the influence of the external environment of the enterprise
3	Management in conditions of strategic surprise	Enables rapid response and management decision-making at the enterprise	Waiting for a strategic surprise can divert the company's attention away from solving operational problems
4	Weak signal control	The company's response to signals predicting strategic surprises	Waiting for a harbinger signal can distract the company's attention away from solving operational problems
5	Entrepreneurial	Orientation towards the key role of a leading manager-entrepreneur	Impossibility of making management decisions collegially
6	Adaptive	Careful response of the enterprise to problems and their gradual resolution	Difficult to apply in dynamic conditions of the external environment

7	Planning-based	Use of strategic planning	Based on the ability to predict the future
8	Based on strategic gaps	Collegial adoption of strategic management decisions	Search for a strategic niche
9	Taking into account strategic advantages	Identification and development of strengths	Rejecting the destabilizing influence of weaknesses
10	Based on creating and maintaining competitiveness	Assessment and development of competitiveness	Focus on permanent, stable, long-term competitiveness
11	Based on creating a positive image	Formation of a positive image in the environment	Focus on permanent, stable, long-term development
12	Considering the size of the enterprise	Construction of a specific organizational structure of the enterprise	Not taking into account the influence of the external environment of the enterprise

The various strategic management models described above can also be used in the public sector. However, given the strengths and weaknesses of each model, it becomes very difficult to recommend the use of any specific approach. Each company must independently choose a specific model based on its strengths and weaknesses, the level of competitiveness in the market, opportunities for further development, as well as threats and risks from the external environment. In some cases, it may be appropriate to use several models at the same time. To do this, a combined model should be created that includes the strengths of both models, selected in such a way as to neutralize the weaknesses of at least one of them.

The implementation of the proposed algorithm of strategic management in the public sphere should be carried out using a variety of key tools, including the following: SWOT analysis, the TEMPLES method, matrix methods, scenario forecasting methods, GAP analysis, Balanced Score Card, quantum performance measurement, the Lawrence S. Maisel model, the EP2M model, tableau de bord, indicative planning, strategic maps, the goal tree method, and budget planning and control. This toolkit should be used in a complex – that is, to solve specific problems, a number of alternative methods are proposed for the analysis and implementation of management decisions. This provision is based on the conclusion regarding the presence of shortcomings in certain strategic management tools, with increased responsibility for the results of planned changes compared to the use of strategic management at the micro level. The characteristics of the most common tools used in public administration are provided in Table 2.

**Table 2.** Characteristics of strategic management tools

Strategic management tool	Characteristics of the tool
SWOT analysis	Makes it possible to identify those strengths and weaknesses that require the most attention and effort from the company.
Balanced system of indicators	This is a format for describing activities using a set of indicators corresponding to certain strategic perspectives. It is closely related to business processes that are aimed at meeting the needs of consumers.
TEMPLES method	The model allows users to consider a group of issues related to the external environment, dividing them into several subgroups for appropriate definition and classification. Each of these factors is subjected to appropriate analysis in order to determine what difficulties may arise when working in this field and what positive opportunities may open up. It is convenient to analyze these factors taking into account different perspectives, when it is necessary to predict what changes await the institution in the future and to choose strategies that are as adequate as possible for the existing situation.
Tableau de Bord	A system that combines a set of financial and non-financial indicators to measure the performance of all units of the institution. Indicators are divided into functional and target, between which cause-and-effect relationships are determined. Operational performance indicators (non-financial) are used at the lower levels of management, financial indicators are added at the upper levels.
Lawrence S. Maisel model	Virtually complete similarity to the balanced scorecard, only the perspective of learning and growth is replaced by the perspective of human resources (innovation, education and training, development of products and services, competence and corporate culture).
EP2M	The purpose of this model is to ensure the implementation of the strategy. In addition, attention is paid to such areas of activity as customer service, the improvement of internal processes (increasing efficiency and profitability), change management, freedom of action, etc.
Ernst & Young Achievement Measurement	The verification of compliance of the company's critical success factors with its strategies.
Business Management Window	A model focused on strategic management and growth in external and internal spheres.

The peculiarity of the modern paradigm of the strategic management of the development of a region is that, firstly, management becomes strategic, and secondly, the economic development of the territory and the effective management of this process become tasks not only of the administrative subsystem of the region, but also of individual social groups within the population (Kotler 1972).

Thus, the system of strategic management of the development of the region's economy provides for:

- a complex of normative and legal documents regulating the activity of the management system;
- a set of interconnected subsystems – target, functional, supply, object;
- a set of organizational structures that carry out practical activities in the field of strategic management of the development of the region's economy (Mihir 2019).

The classification of existing regional development strategies is presented in Table 3.

**Table 3.** Classification of regional development strategies

Classification sign	Types of strategies
1. Depending on the instrumental set of actions	Active Passive
2. Depending on the object of coverage by strategic actions	Territorial Industry Integral
3. Depending on the issue of the state of the internal potential of the region	Development Stabilization
4. Depending on the tasks and their time content	Intermediate Conceptual
5. Depending on regional conditions	Uniqueness Diversification
6. According to the aspect of actions	Economic Social Ecological Complex
7. By functional feature	Investment Marketing Information support

Source: developed by the authors

Thus, the study of the evolution of economic theory and modern concepts of economic development and practice shows that the region becomes not only the subject of goal setting, but also the subject of economic development. Therefore, from the point of view of methodology, it is necessary, but not sufficient, to study the region only as the subject of goal setting. Supplementing the theoretical analysis of regional goals with a systemic dialectical analysis of the region as the subject of development in the process of forming strategic goals makes it possible to systematically use a targeted, top-down approach to the study of the region alongside a subject-functional, bottom-up approach. The region must be studied as a subject of economic development in the target and functional aspects according to the following main directions: as a state-territorial formation, as a system, as an organization, and as a subject of strategic management (Indeed Editorial Team 2023).

To form a model of socio-economic programs, the following regional development scenarios are taken into account.

1. Regressive: economic decline, demographic and migration decline, imbalance of economic relations.
2. Conservative: preservation of the current factors of economic growth in the region, instability of the external environment, probability of demographic and migration-induced stagnation of socio-economic development in the country (Verma 2016).
3. Innovative: modernization of the economy, development of the regional innovation system, creation of highly competitive production and service sectors, positive demographic and accelerated migration trends.
4. Progressive: intensive inflow of investments and the most favorable external conditions on the world food markets, positive demographic and accelerated migration trends.

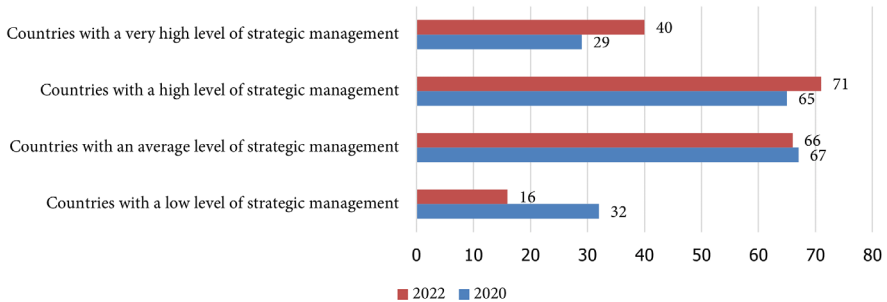
Socio-economic programs should derive from the target settings of the Strategy for the Socio-Economic Development of the Oblast and Region. These programs must be focused on the medium or long term, and it is advisable to implement them in stages, where each stage should correspond to specific goals with certain quantitative parameters.

In modern conditions, when competition between territories to attract economic resources and production factors is increasing, it is important to develop a strategy for the development of the region which can be adequately implemented into the system of existing interregional and international relations. In this regard, a number of requirements are put forward for the regional strategy, the most important of which are: the scientific validity of the strategic goals, tasks and priorities of the development of the region, taking into account the objective trends and processes taking place in the region and in the external environment; and the coordination of the various, sometimes mutually exclusive, interests of subjects.

The requirements listed above show that the strategy of socio-economic development of the region is a complex and extremely important document (or set of documents), which

will serve as the basis for making mid-level management decisions.

The number of countries grouped by the strategic management development index should also be listed (Fig. 2).



**Figure 2.** The number of countries grouped by the strategic management development index in 2020 and 2022.

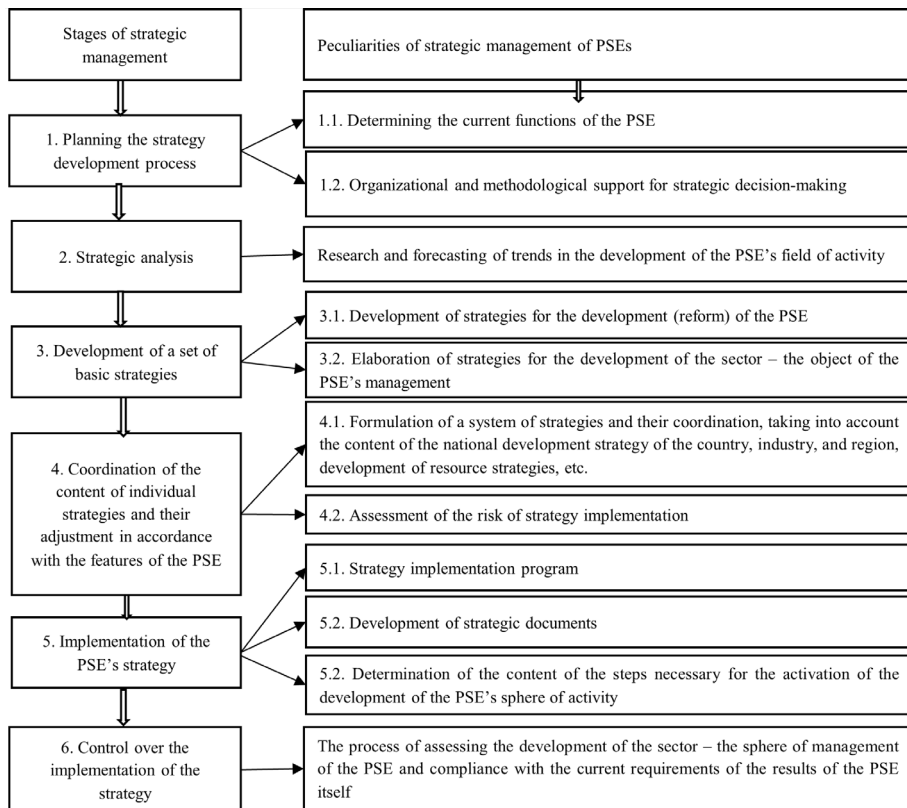
It should be assumed that management in public sphere bodies lags behind to a certain extent – both at the theoretical and practical level. That is why, when determining the directions of development of public sphere entities, regardless of whether they are state authorities or local self-government bodies, the most effective methods and approaches of the private sector should be used after appropriate adaptation.

Among the most widely recognized and effective methods used in the business environment are strategic management methods. However, their implementation in the practice of subjects of the public sphere requires scientific and methodological justification and the delineation of features.

The main arguments in favor of the introduction of modern approaches are as follows:

- there is a real need to change the management culture in the public sector;
- it is necessary to ensure the optimization of labor resources and the improvement of the organizational structure of public sector bodies;
- this will lead to the implementation of competitive conditions in the formation of personnel, which will allow the level of quality of the functioning of state institutions to be increased;
- focusing on the implementation of innovative approaches to management will make it possible to turn the management of state structures into a driver of system reform and ensure effectiveness.

The introduction of strategic management methods into the management practice of public sector entities (PSEs) will have its own specificities, but the phasing of the process will remain as it was presented by Kasych (2017).



**Figure 3.** The process of strategic management of the activities of public sphere entities  
(Source: developed by the authors)

We can thus observe the following six key stages of strategic management of the activities of public sector entities.

*First stage.* Planning the process of developing a strategy for the activities of public sphere entities involves: defining the current functions of the SPS, outlining their tasks in the context of general state policy, and developing organizational and methodological measures for making strategic management decisions.

*Second stage.* Strategic analysis of the sphere of activity of public sphere entities should provide a comprehensive study of the (functional or regional) sector of activity of the public sphere entity in the context of determining forecast trends for the purpose of setting strategic activity tasks. Outlining the development prospects of the state, industry, and region will allow the target requirements of the external environment to be identified for the activity of the public sphere entity.

*Third stage.* The process of developing a set of basic strategies should be aimed at the development of the segment of the economy for which this subject of the public sphere is responsible, and at the requirements for the change of the institution itself. The complexity and peculiarity of the strategic management of activities lies in the fact that it is necessary to ensure the coordinated development of a strategy for improving all internal subsystems of the SPS itself and to formulate a strategy for the development of the institution's sphere of activity, the development of which will be the main criterion for the effectiveness of the SPS.

*Fourth stage.* Coordination of the content of individual strategies and their adjustment in accordance with the specifics of SPS activity. The strategies developed by the SPS regarding the development of the institution itself and the sector under its management must be consistent with the general development strategy of the country and region, which act as a guideline or limitation for the institution's activities. A strategic approach in the state administration system should include not only specific indicators, but also a set of complex conditions and coordination mechanisms of all branches of government in the context of the implementation of the state-wide development strategy.

*Fifth stage.* The implementation of the SPS' strategies involves the development of a comprehensive program, the preparation of relevant documents and the justification of measures, the enacting of which will allow the implementation of the formed strategies.

*Sixth stage.* Control over the implementation of strategies determines the need to develop organizational and management mechanisms for periodic monitoring of the effectiveness of the SPS' activity and the implementation of an externally oriented strategy. However, control should be not only internal, but also external. All of the activities of the SPS should be built on the basis of the intersection of the interests of the state and society, and therefore it is necessary to form a mechanism of public control over the activities of all SPSs and, most importantly, over the efficiency of the use of resources (Kenton 2023).

To the ensure effective implementation of strategic management methods in the management practice of public sector entities, it is necessary to first make full use of the experience of implementing strategic management in the private sector and use those tools that have proven to be the most effective. Secondly, it is important to focus on providing leadership among the employees of public sector entities who are able to initiate and ensure the implementation of progressive changes.

## DISCUSSION

According to the results of this research, it should be emphasized that there are a large number of statements and considerations regarding the strategic management of the development of the public sphere. Moreover, strategic management – as a basic approach to management, including in the field of multi-level state management – should be considered



as a valid way of attracting the market and civil society in order to manage the country in the context of weakening the role of political factors and transitioning toward priorities of economic expediency.

Therefore, the problem of developing the theoretical and methodological foundations of creating a strategic management system is relevant to the development of the region's economy, within the framework of which the content, purpose, and economic regularities of development and the scientific principles of the formation of these foundations should be clarified.

As global practice shows, the fundamental mechanism for optimizing the activities of public authorities is strategic management, which involves the development and introduction of the latest technology to optimize their functioning. This will contribute to the formation of positive trends in the innovative development of the entire public administration system.

## CONCLUSIONS

In the context of reforming Ukraine at present, the issue of forming a new concept of management for public sector entities is becoming particularly relevant. The implementation of a strategic approach to management is aimed at ensuring specific results, stabilizing the activities of state authorities, and balancing strategic tasks and tactical attitudes regarding the implementation of individual state management tasks. At the same time, strategic management in the public sphere allows for the development of mechanisms of response and adaptation to the external economic environment, contributes to the reduction of uncertainty, and forms the basis for a consistent policy aimed at solving not only current problems, but also issues of long-term development.

Investigating the essence of the strategic management of the development of the public sphere, it can be concluded that it is aimed at creating competitive organizational advantages and establishing an effective strategic position, which will ensure future viability in changing conditions.

Therefore, according to the results of this research, issues regarding the importance and role of strategic management in the activities of state authorities were resolved, global experience of using innovative strategic management tools was analyzed, the main directions of the development of the system of managing the activities of public sphere entities were determined, and the tasks and stages of strategic management in the public sphere were identified.

Despite differences in approaches to strategic management modeling, three stages of the strategic management process can be identified in each model.

- 1) The strategic planning stage (strategic analysis and choice). At this stage, the company's strategies are determined by establishing the mission, analyzing strategic positions based on the study of internal and external factors.
- 2) The strategic organization stage, or setting up the organizational system in accordance with the chosen strategy (strategy implementation, strategy implementation). At this stage, all resources and intra-company relations, along with goals, tasks and spheres of responsibility of employees, are brought into full compliance with the chosen strategy. The necessary organizational changes are then carried out in the enterprise, and the policy of each of its structural units is developed.
- 3) The strategic control and regulation stage (strategy assessment and control of the implementation of strategic measures).

Among the key advantages of using strategic management as a tool in the public sector are ensuring competitiveness, promoting sustainable growth and integrity, raising employee awareness, and achieving goals.

However, strategic management in the public sphere allows for the development of response mechanisms and adaptation to the external business environment, contributes to reducing its uncertainty, and forms the basis for a consistent policy aimed at solving not only current problems, but also issues of long-term development.

In further research, attention should be paid to the construction of a conceptual model of strategic management and to determining a methodical approach to the formation of an effective strategy for the development of the public sphere.

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## STRATEGINIS VALDYMAS KAIP VIEŠOSIOS SFEROS SUBJEKTŲ PLĖTROS ĮRANKIS

### SANTRAUKA

Pasaulinė praktika rodo, kad pagrindinis valdžios institucijų veiklos optimizavimo mechanizmas yra strateginis valdymas, kuris apima naujausių technologijų kūrimą ir įdiegimą optimizuojant jų funkcionavimą. Tai prisideda prie teigiamų visos visuomenės novatoriškos plėtros tendencijų formavimo ir administravimo sistemos atnaujinimo. Todėl straipsnyje, remiantis šiuolaikinių viešosios erdvės plėtros strateginio valdymo formavimo problemų analize, įrodomas viešosios erdvės plėtros strateginio valdymo metodologijos

panaudojimo tikslingumas, siekiant užtikrinti efektyvų viešosios sferos formavimą ir plėtrą. Nustatomi pagrindiniai valstybės valdžios institucijų strateginio valdymo uždaviniai, kurių sprendimas turi būti vykdomas laikantis efektyvumo ir socialinės atsakomybės kriterijų. Būtinybė keisti vadybos kultūrą viešajame sektoriuje yra pagrįsta, ypač strateginio požiūrio į valdymą diegimu valstybės valdžios institucijų veikloje. Apibrėžiama strateginio valdymo vieta ir vaidmuo organizuojant valstybės valdymo subjektų veiklą. Nustatyti pagrindiniai valstybės valdžios institucijų strateginio valdymo uždaviniai, kurių sprendimas turi būti vykdomas laikantis efektyvumo ir socialinės atsakomybės kriterijų. Būdingi pagrindiniai strateginio valdymo viešojoje erdvėje etapai, kurių laikymasis leidžia valstybės institucijoms greitai spręsti organizacines problemas ir apskritai užtikrinti efektyvų viešojo administravimo sistemos funkcionavimą visais lygmenimis. Nustatytos pagrindinės efektyvaus valstybės institucijų darbo Ukrainoje sąlygos. Nagrinėjamos šiuolaikinės inovatyvios strateginio valdymo priemonės ir jų panaudojimo vidaus valstybės institucijose galimybės. Pagrindžiama, kad strateginių alternatyvų analizė ir strategijos pagrindimas yra konceptualus strateginio valdymo uždavinys, kurį norint pasiekti būtina panaudoti tarpusavyje susietą priemonių rinkinį. Išnagrinėtos pagrindinės viešosios sferos subjektų veiklos valdymo sistemos raidos kryptys ir akcentuota, kad ji turėtų keistis atsižvelgiant į bendras vadybos mokslo raidos tendencijas. Strateginių požiūrių įgyvendinimas turėtų tapti prioritete naujos viešojo sektoriaus valdymo koncepcijos įgyvendinimo srityje. Taip pat siūlomi viešojo sektoriaus subjektų strateginio valdymo etapai, atsižvelgiant į jų funkcinę paskirtį, vaidmenį šalies raidoje ir reformuojant visą viešojo administravimo sektorių.

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