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*New trends in technology development are shaping the future. This Issue of the magazine is devoted to new directions in the development of business and educational technologies.*

## Contents

Shtuler I. <i>Marketing Activity of the Enterprise in the Conditions of Development of Digital Technologies.</i>	4
Galtsova O.L., Safonov Yu., Trokhymets O.I. <i>Efficiency of Marketing Activity: Brand Development in the National Economy.</i>	14
Voronkova-Nevidnycha T., Demydenko L., Zos-Kior M., Safonov Yu. <i>Implementation of the Foresight method elements to ensure the implementation of strategic objectives for the development of the agro-food sector within the framework of the National Economic Strategy - 2030 (Ukraine).</i>	30
Golovchenko O., Safonov Yu. <i>Configuration of Ensuring the Economic Security of the National Economy in the Conditions of Globalization.</i>	51
Berezhna T. <i>Theoretical Principles of Professional Development of a teacher.</i>	65
Bessarab N. <i>Self-Education as an Important Condition of Teachers Professional Activity.</i>	74

## MARKETING ACTIVITY OF THE ENTERPRISE IN THE CONDITIONS OF DEVELOPMENT OF DIGITAL TECHNOLOGIES

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### **Abstract**

The article is devoted to the study of the current state of development of the main marketing tools and to determine the most effective ones. The common and distinctive features of the concepts of "digital marketing" and "Internet marketing" are substantiated. Particular attention is paid to the negative impact of continuous digitization of marketing tools of the enterprise. The advantages of marketing research in the digital environment are studied separately. The most effective tools of modern marketing in digital conditions and their main advantages are structured.

**Keywords:** digitalization, internet marketing, marketing channels, digital marketing.

### **Introduction**

With the rapid spread of the Internet, the business environment is both simplified and progressed, the consumer becomes closer to the manufacturer and the seller, and there are conditions for effective feedback. The development of information and communication technologies and continuous digitalization of business processes lead to a continuous transformation of enterprises in production, marketing, finance, management. Accordingly, in today's environment, the tools, technologies and strategies of the company must meet the requirements of the time. Of particular relevance in today's environment are studies of varieties, methods of application and capabilities of modern production, marketing, financial, management tools.

**The purpose of the study**

Research and systematization of effective marketing tools of the enterprise in modern conditions of digital development of economy and society.

**Methods**

Competence approach, mathematical methods and models, the method of assessing and marketing tools are applied. The collected data were analyzed descriptively

**Findings**

The development of digital technologies is primarily associated with the spread of the Internet. Internet technologies have penetrated into all spheres of human life, society, state and economy. With the help of the Internet, modern man can study, work, have fun, buy the necessary goods and services. And at the same time be anywhere. Thanks to the Internet environment, the company is also able to more quickly and in a variety of ways to use production, marketing, financial, management tools. There is an unlimited opportunity for quick and direct feedback from the customer, promotion of own products, formation and expansion of the target audience, access to the international level, etc.

Such business conditions have contributed to the emergence and development of the concept of Internet marketing, which allows the interaction of traditional elements in a remote interactive format, which accelerates and reduces the cost of marketing processes.

Internet marketing is seen as the practice of using all aspects of advertising on the Internet. These include design, advertising development, advertising itself, and directly receiving feedback from the audience [1]. Accordingly, the main task of Internet marketing in the enterprise is to maximize the effect of the tools used from the Internet, namely: potential users, own site, social networks, and bloggers.

The main advantages of using an Internet marketing company are: speed of creation and ease of publishing information; reduction of costs associated with sales; increasing the number of potential buyers; full presentation of the company's products and services without geographical restrictions in any language convenient for consumers; disclosure of information on the price level of competitors; optimization of communication with consumers and partners; the ability to

quickly analyze and adapt the advertising campaign; "comfortable" budget (the client determines how much money he can spend) [2].

The concept of "digital marketing" is the marketing of goods and services in the enterprise using digital technologies. Currently, enterprise marketing is used at all stages of interaction with consumers. Note that the concept of "digital marketing" is broader than "Internet marketing".

Digital marketing in the enterprise includes channels of direct influence. Compared to Internet marketing, the effectiveness of digital marketing is based on consumer orientation, in involves an individual approach and targeting of advertising companies [3].

At the enterprise, digital marketing involves the process of attracting a potential customer, as well as its retention. To do this, the company promotes the idea of meeting the needs of consumers by remote means, in tools for order formation, purchase, payment and delivery. For the company, digital marketing creates the preconditions for achieving goals by minimizing costs. This is possible due to sales resources, as it does not require the maintenance of a retail chain of stores, a large staff. At the same time, there is a need for other highly qualified personnel in the field of computer science, Internet communication, telephone and digital technologies and able to realize their marketing potential.

Aggressive use of the potential of digital marketing can harm the business. The perception of digital marketing only for advertising purposes is impractical, because mass advertising is perceived by consumers as annoying spam. Aggressive marketing causes a negative reaction to the company. Consumers can be particularly annoyed by automatic sending of messages to mobile messengers at the wrong time: in the evening, at night or in the morning. In this case, aggressive marketing does not focus on the product, but causes negative emotions.

The use of appropriate software is relevant. It is important to use spam filters, which allow consumers to avoid a mass marketing attack.

Digital marketing, especially in the Internet environment, should be aimed at a well-defined target audience. To do this, you should use the potential of social networks, as they allow you to easily identify groups of potential consumers who are already self-classified by interests and have become extremely common in modern society. It is difficult to imagine a modern consumer who does not have an account on social networks, so businesses should actively promote their own relevant pages.

When using digital marketing in an enterprise, the emphasis should be on the following

conditions:

- Presentation - the consumer is initially impressed by the type of bait, the next step will be the presentation of a complete set of specific source search information;
- Communication is a key element, as a specific monologue of company-initiated advertising campaigns is removed and dialogue is established through social platforms;
- Recognizability - can be increased through marketing channels;
- Reputation - making decisions based on customer feedback, which are evaluated by the company and then assimilated. [3].

The task that the company most effectively copes with digital marketing is the promotion of goods by targeted informing consumers and getting feedback from them. To do this, there are a large number of modern Internet marketing tools: SMM messages on social networks, contextual advertising, targeted advertising, forms of consumer feedback, content marketing, media advertising, SEO site and brand promotion in search engines, groups in messengers, etc. These and other tools are easily accessible to the company, making the company closer and more accessible to customers.

Qualitative marketing research is a prerequisite for effective promotion of the enterprise and its products in the digital environment.

Digital tools make information more accessible. It is appropriate to organize statistical and sociological surveys at the enterprise to determine the tastes and wishes of consumers. The capabilities of the following platforms can be used for this: social networks, profile forums and online communities, marketing and trading platforms. The analysis of internal statistics of inquiries and sales needs special attention. According to the results of marketing research, the company's strategy is adjusted. The strategy is based on a more substantive nature in its production part and it will be based on real markets and the projected potential for their expansion.

Growing digitalization creates problems for businesses. Business leaders face growing complex and volatile markets that are beyond their control. As a result, companies are forced to look for ways to overcome difficulties. Interaction between participants in market relations in the Internet market takes a variety of options-models of interaction. Examples of such participation of market participants are the following models:

1. B2B (Business-To-Business),

2. B2C (Business-To-Consumer)

3. B2G (Business-To-Government) [4].

There are the following features of the impact of digitalization and digital marketing on enterprise development:

- Increase in sales;
- Simplification of the procurement process;
- Saving time on customer service;
- Full awareness of the characteristics of the product;
- Potential market expansion;
- Increasing the audience of buyers;
- Identification of competing companies;
- Low costs and savings of material and financial resources.

Internet marketing uses various communication tools to successfully implement the strategy and achieve the goal. Thanks to Internet marketing, marketing analysis is used, where the goal and a systematic approach to the implementation of the developed strategy are clearly set. Examples of modern marketing tools for businesses in the digital environment are:

1. Website of the enterprise. The key mechanism for implementing the tasks of Internet marketing is a full site and a well-formed strategy for its promotion and positioning on the Internet. Effective use of the company's website provides the company with certain opportunities and prospects:

- Strengthening the company's position in the market;
- Improving the image of the enterprise;
- Implementation of operational actions;
- Sales of products.

2. Marketing (website promotion). Internet users start searching for a product that interests them with a search engine query. Accordingly, the company using "search engine optimization" and "search advertising" gets the opportunity to place in high positions in search engine results. The purpose of "search engine optimization" is to attract targeted users from search engines to the website. The work is based on the organization of site content so that it is fully indexed and displayed correctly with each search query. The purpose of "search advertising" is to organize the

content of the site in text blocks, which are placed in search engines and displayed in response to certain user requests. This option is an effective way to attract users to the website.

3. Internet advertising. There are several types, the main ones are: banner advertising and contextual advertising. Banner advertising is used to quickly reach and captivate the target audience, the visibility of the advertised product and strengthen the image of the existing product. Contextual advertising is used to attract the audience most interested in the product.

4. E-mail marketing (in other words "direct marketing", "direct marketing"). E-mail marketing involves the individual sending of information about a product or service by e-mail. This makes it possible at relatively low cost for the company to disseminate information to a wide range of specific potential customers, as well as to track their response.

5. Marketing of social communications. This area of Internet marketing is developing dynamically, the method of which is to use relationships between people to promote products, using the full range of social communications. The place of formation of communities of interest are social networks, forums, chats, WIKI, discussion groups hosted on the servers of online services. They can function in real time or not, as well as be used as a classified directory of advertisements. Many companies use company blogs to publish corporate news, press releases, useful information for customers, as well as to organize communication within the company. Many companies use sites that publish ratings and reviews of independent experts and consumers. Visitors to such sites are employees of representative offices of enterprises, distributors, retailers and ordinary users who come to the site in search of relevant information. Many businesses use online conferences and seminars, which are versions of forums that are limited to sending and receiving messages on a specific topic. Many businesses use bulletin boards, where specialized online services are dedicated to a specific topic or group. Many companies use Internet marketing, the strategy of which is to develop a "virus" - an interesting advertising message for users, which they themselves transmit to each other, perceiving not as advertising but as entertainment. Many businesses use online games with built-in advertising or branded elements. Such tools are rapidly gaining popularity, providing numerous opportunities to attract potential customers. Many companies use an Internet marketing tool aimed at forming a positive image of the company by disseminating textual information on third-party resources: distribution of press releases, work with online press and news resources, commissioned articles, activity on thematic forums, hidden blog advertising, multi-program increase loyalty and other

means [4].

To develop Internet marketing, it is necessary to apply such measures as training qualified specialists in the organization and development of Internet marketing for individual organizations, enterprises, as well as involving designers and psychologists in website development, for better and more positive perception by users. For the company, Internet marketing can be an effective means of promoting products or services, and even a rather modest advertising budget guarantees a maximum return.

Improved and updated internet marketing technologies will help the company maintain and develop customer relationships. This will contribute to the high communication status of the marketing system of the enterprise, increase the efficiency of its marketing activities and expand marketing relations.

This area of research can outline the rationale for the need to improve hardware and search engines and install appropriate software for the effective implementation of marketing activities in the enterprise,

All this contributes to the development of innovations in the marketing Internet strategy of the enterprise to increase sales and make a profit [5].

A promising direction is the development of digital marketing tools in its latest forms. The phenomenon of thematic blogs and the popularity of bloggers has become widespread. Today's bloggers have millions of subscribers, who are, in fact, an already established target audience. Trust in the blogger in such cases is extremely high, which is why the introduction of advertising in the content of the blogger should not be direct, but in the form of reviews, feedback, dissemination of their own positive impressions. This form of promotion of goods and services demonstrates its effectiveness. Not only products but also the brand of the enterprise becomes known.

Thus, the main advantages of digital marketing are:

1. Scope - online and offline buyers who use a variety of gadgets, play games, download applications. In this way, the brand can reach a large audience, not limited to the Internet.
2. Ability to collect clear and detailed data. Almost all user actions in the digital world are recorded by analytical systems. This allows you to draw conclusions about the effectiveness of various channels of promotion, as well as to have an idea of the portrait of the buyer.
3. Flexibility. Digital marketing attracts an offline audience to the online market, and vice

versa. [5].

Digital technologies provide significant competitive advantages and are the first path to success and advancement in every area of business. Digital marketing is a set of actions to promote the company to consumers, its products in the digital environment, as well as covering online and offline consumers.

Digital marketing combines a large number of technologies (social, mobile, web, CRM-systems, etc.) with sales and customer service, provides a constant and high-quality connection between advertiser and buyer. Digital marketing analyzes data about users, their behavior, is included in the sustainable types of communications to fully capture the attention of the audience and immerse it in the digital world. Digital marketing involves personalization, which enhances the impact of marketing tools on the target audience.

The most effective way to optimize marketing policy in the enterprise is to combine all types of communications with an emphasis on digital content, which will allow the modern enterprise to reach more of the target audience and maximize its profits.

### **Results, Conclusions and Recommendations**

The best and most modern way for enterprise development is the use of digital marketing. It requires minimal funds to promote the product on the market and its advertising. Digital marketing involves the rapid acquisition and conquest of a new target audience, market segmentation, competition with other companies. Digital marketing helps the company not only stay in the market, but also quickly brings maximum profit. Today, no business will have a competitive advantage if it does not use digital marketing tools.

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## **EFFICIENCY OF MARKETING ACTIVITY: BRAND DEVELOPMENT IN THE NATIONAL ECONOMY**

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### **Abstract**

The article outlines possible ways of developing successful brands in Ukraine. The article provides an analysis of the effectiveness of marketing activities on brands Unimilk-Danone. The main producers of dairy products are presented in the article. The main components of marketing activities are shown and analyzed: restyling, the use of POS materials; analysis of the product life cycle, corporate and social responsibility. Peculiarities of brand development as a marketing tool are considered and peculiarities of brand development and formation in crisis conditions are studied.

**Key words:** brand, global brand, brand policy, competitors, competition, corporate social

responsibility, marketing technologies, branding, brand management, marketing activity, national economy, positioning of Ukrainian brands, POS materials, proximity, successful brand, trade marketing.

### **Introduction**

In the conditions of increasing role of globalization there is a significant strengthening of competition in the markets of various branches of Ukraine. As a result of the search for the latest competitive technologies by manufacturers, which cover both price and non-price factors of competition, branding technology began to develop. Modern markets are no longer characterized by competition of goods, but by competition of brands. If we consider branding in terms of marketing, it is one of the types of marketing technologies aimed at creating a brand and managing it. The use of branding creates a competitive advantage of the company over its competitors, as it ensures its worldwide recognition, favorable conditions for the promotion of new products of the company, which before receiving them are positively perceived by consumers given the credibility of the company's products. Domestic business faces the difficult task of maintaining its own market segments, the struggle both in its own and internationally competitive field with companies that have a powerful branding technology, which actually proves the necessity of the intensification of scientific and applied research.

### **Analysis of recent research and publications**

Some issues of marketing effectiveness were considered in the scientific works of such foreign and domestic economists, such as L. Ronald Hubbard, P. Druker, F. Kotler, V.V. Zhyvety, V.L. Samokhvaliv, Y.A. Feraponova, V. Seleznev, L.V. Balabanova, M.V. Konyshva, S. Harkavenko, and others. Research of brands was carried out by domestic and foreign scientists, in particular: D. Aaker [1–3], Joseph H. Boyett [7], E. Joachimsthaler [3], J. Trout [13], V. Bielov [5], V. Biloshapka, H. Zahorii, V. Usenko [6], N. Bezrukova [4], O. Kendiukhov, K. Posternikova [9], V. Pertsiiia [11], V. Pustoty, O. Shtovba [14] and others. These papers explore the most pressing issues of brand formation and development, the nature and role of the brand in modern conditions, ways to create strong brands, product branding and ways to ensure its effectiveness, development of a new branding concept, defining approaches to the essence of brand positioning, brand and global communication. At the same time, the tendencies of formation and development

of brands in Ukraine in the conditions of crisis and their influence on the formation of new Ukrainian brands require deep and detailed theoretical generalization and analysis.

### **Identification of previously unsolved parts of the overall problem**

As for Ukrainian companies, they do not yet have sufficient experience in a competitive environment. In the world market there is a fierce competition both between the most global brands and between global and national brands. The experience of Western countries shows that in today's competitive market there is a struggle of brands for a place in the minds of consumers. Non-branded goods and services lose their market position in various product categories. Today it is important for Ukraine to adapt the world experience gained in the process of creating and developing brands to the realities of the domestic economy in the context of globalization, as dozens of global brands already operate in Ukraine, which largely determine the environment of formation and development of Ukrainian brands. They force Ukrainian producers to take a more responsible approach to the production of quality, competitive goods and services and to fight for consumer loyalty. At the same time, in Ukraine most companies carry out branding without a clear brand management strategy, which inevitably has a negative impact on their brands. Therefore, it is important to take into account the peculiarities of the application of methodological concepts of branding in the practice of domestic enterprises. The most urgent tasks at the present stage are the preservation of successful Ukrainian brands and the development of new ones. Therefore, it is important to identify possible ways to develop successful brands of Ukrainian companies, as well as to explore the features of development and formation of brands in the conditions of global financial crisis.

### **The research objective**

*The purpose of the article* is to systematize and analyze different approaches to identifying promising areas for the formation and development of successful brands in the national economy.

### **The statement of basic material**

The success of brand development as a marketing tool and object of brand management in Ukraine directly depends on the work of the organization in the direction of brand management.

Despite the fact that most Ukrainian brands are at an early stage of the life cycle, their value is growing every year. The main factor contributing to the growth of brand value is the dynamics of market development, because the presence of a brand allows any company to have a competitive advantage. Today, the management of companies pays special attention to branding, because the value of the brand is an essential part of the market capitalization, especially in the case of the sale of the business, and even determines the future prospects for its development. Commercial banks, insurance companies and foreign companies' subsidiaries are the most active in Ukraine in building effective brand positioning strategies. Along with this, new tools and branding philosophy are offered by foreign owners [15].

Before analyzing brand development in Ukraine, let's consider some brand peculiarities. Many large companies pay a lot of attention to brand development, and some exist through branding. Such giants as Coca-Cola, Google, Microsoft, Nokia, Gillette, whose brands are worth tens of billions of dollars, are worth mentioning. However, there are small brands that are much cheaper, but are able to bring constant profits to their owners: a small cozy cafe, or a small shop near the house, or an interesting site that people regularly visit. All these are brands, although it took decades and billions of dollars to create some, and others have existed for no more than a year and give almost no advertising.

Internet branding became of great importance for different types of companies. Nevertheless, the basic principles of branding are the same for everyone, but depending on the type of company, the approach to it will change slightly. And the differences when working on the Internet exist not only between offline and online companies, but also between different types of online companies.

It is very important to transfer the brand to the Web correctly. It is necessary to avoid blurring the brand, to preserve its essence. In the minds of consumers, it must remain unchanged no matter where it is, but the ways of conveying information on the Internet, of course, will be different. The marketing strategy should be built in such a way as to achieve the integration of branding both into the real world and in the virtual. The effectiveness of integrated marketing communication is very high when applying it according to a well-developed strategy.

The basis of branding on the Internet should be a good website that will inspire confidence in users. Another important part of Internet branding is the organization of effective communication with consumers both through the company's website and through external sites (social network),

which proves the importance of SMM for businesses.

Ukrainian consumers perceive a successful brand as a system of values that allows them to distinguish products, separate them from competitors' products and in some cases prefer Ukrainian brands over global ones. The success of a brand in the market depends on the portfolio of brands, and the number of brands is determined by their functions.

In conditions of fierce competition, even well-known companies face a rather difficult task: how to maintain their market position and efficiency. Thus, the management of companies takes a number of measures to increase market share, reduce costs in order to implement price competition etc. But often this is not enough to survive. Most experts are increasingly inclined to conclude that the main factor in the success of most businesses is consumer loyalty. This concept has recently appeared in Ukraine, but has already won the interest of many. The highest degree of loyalty (devotion) of consumers is almost fanatic devotion to the brand.

Any product when appearing on the market creates a certain impression about itself - positive or negative, it appears inevitably as soon as the consumer learns about the product. These associations of consumer perception of a product are called a brand. A reliable platform defines for the brand a coordinate system in which it is difficult to compare with competitors. A reliable platform defines for the brand such a coordinate system in which it is difficult to compare it with competitors. In other words, you need to find the right angle to represent the value of the brand to reveal its best features. When creating a new image, it is important to find not only a strong emotional basis, but also strong arguments for the perception of its consumer. Physical changes in the product can be a rational argument in the formation of a new image [9; 15].

In order for domestic producers to form their own successful brands, it takes a lot of effort and money to "seize the initiative" from foreign competitors, who have long been exerting advertising pressure on the population of Ukraine. The use of Western branding technologies and the proposed methodology involves ongoing marketing research of consumer preferences, motives for shopping. It is the peculiarities of purchasing behavior of Ukrainians which determines the distinguishing features of the application of the concept of branding in the domestic market. Mastering and refamiliarizing this concept, it is necessary to consider the following:

- In the minds of domestic consumers, the concept of "brand" includes three factors: the country of manufacture, the attractiveness of packaging and trade mark, so the brand name should be supplemented by information about the country of origin,

- The consumers' distrust in the quality of foreign goods, especially food, is increasing and a clear commitment to domestic food brands is observed;

- The general level of brand recognition among Ukrainian consumers is low, but it is constantly growing, so Ukraine is a country where you can quickly create and promote a new brand;

- Due to the rapid saturation of the domestic market, consumers do not have time to form loyalty to a particular brand in connection with the constant emergence of new products, previously unknown;

- It is necessary to take into account national traditions and peculiarities of perception of advertising appeals by Ukrainian consumers and form them in such a way that they become more pleasant than advertising messages of foreign competitors, designed for the perception of the population accustomed to a specific language of advertising, brand, ie the use of celebrities to promote it;

- Brand creation in Ukraine requires a strong advertising campaign in the media and the active use of outdoor advertising, although in the future the opportunities for the impact of advertising will decrease due to growing distrust of consumers [15].

Thus, the tasks of branding for Ukrainian companies today are the following:

- 1) Aggressive growth of the brand in order to get closer to major competitors;
- 2) Steady growth of brand knowledge;
- 3) Development of the existing platform;
- 4) Improving brand visualization, the use of creative approaches communications;
- 5) Expanding the base of loyal and regular consumers.

It is also necessary to highlight the peculiarities of brand development in a crisis, because during this period consumers subconsciously or purposefully choose only the goods they need at this time, they simply refuse from the consumption of many products or services until better times, but not from all of them.

Branded products bring not only the satisfaction of primary needs, but also psycho-emotional satisfaction, so consumers refuse to buy them, first of all, forcibly due to critical lack of funds, and second of all, at the last moment, when there is no cheaper version of the product under your favorite brand.

It is worth noting that the modern enterprise is increasingly acquiring a customer-oriented nature of activity. This increases the importance of the marketing component in ensuring the effective functioning and development of the producer. In this article we consider marketing activity and branding using dairy products as an example. Thus, the issues of assessing the effectiveness of marketing activities become highly relevant in market conditions. To be successful in the market, the company cannot ignore the need for strategies. Effective marketing strategies must be based on a strong business strategy [16].

At this stage, the production of milk and dairy products in Ukraine is one of the most promising areas of development in the agricultural sector. At the same time, many controversial issues have arisen around it recently. There is a lot of competition in the dairy market. The main and largest representatives in the Ukrainian market are the largest multinational dairy companies - Unimilk-Danone, Lactalis [16]. After all, dairy companies are engaged in the production of similar products: milk, fermented milk, kefir, yogurt, sour cream, baby food. The question is the quality of products, brand promotion, the presence of a certain image of the company, the sales system.

Milk and dairy products traditionally occupy a fairly high share in the diet of the population of Ukraine. We will consider efficiency of marketing activity of the companies on manufacture of dairy products and its components using the Unimilk-Danone company (further - the Danone company) as an example. First of all, it should be noted that Danone's brands are quite well-known among Ukrainian consumers, but not everyone knows that, for example, Prostakvashyno milk and Activia bio-yogurts belong to Danone TM.

Unimilk-Danone Group of Companies is a major dairy producer.

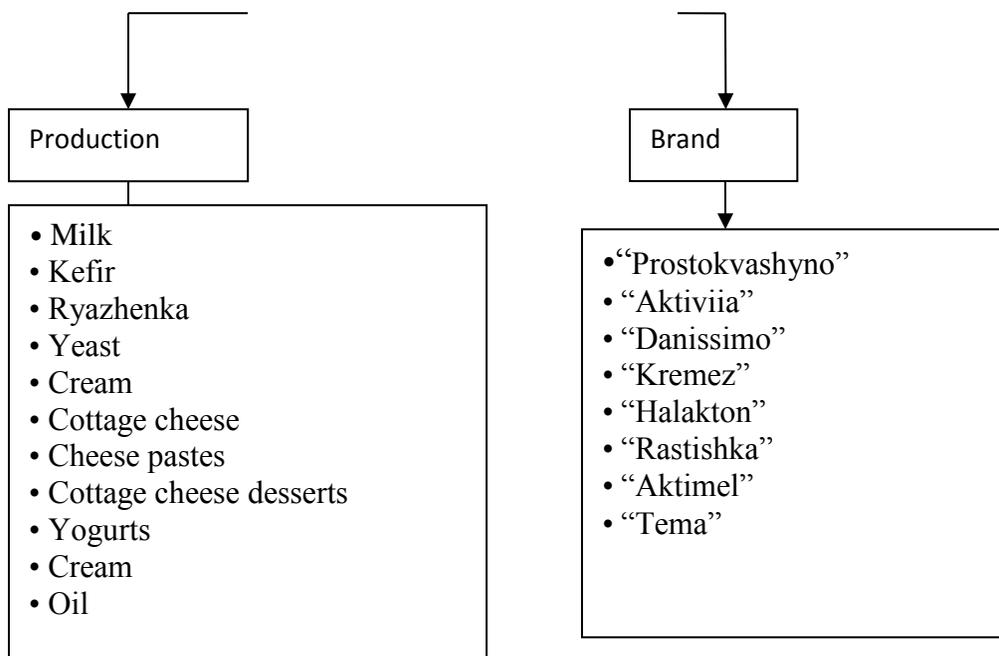


Fig.1. Danone Dairy Products [17]

The company's products are produced under the following brands: Aktyvia, Aktimel, Zhyvynka, Prostokvashyno, Prostokvashyno Dlia Maliat, Rastishka, Aktual, YoPro, Danissimo, Paw Patrol, Alpro, Danone. “Prostokvashyno” (milk, kefir, sourdough, butter) (Fig.1), dessert group “Danissimo” (52%), products for children “Rastishka” and “Smeshariki”; baby food is represented in Ukraine by brands baby food “Tema”, “Nutrilon”, “Milupa”, mineral water Evian and Aqua (26%) and clinical nutrition is represented by the following food branches: "Nutrison", "Nutridrink", "Cubitan", "Infatrini", "Nutrini", "Lophlex", "Nutri" [17].

Undoubtedly, there is a lot of competition in the dairy market. Along with the Unimilk-Danone group (TM "Activia", "Actimel") the main representatives and producers of dairy products are: Herkules (TM "Herkules", "Dobrynia", "Hlechyk", "Utrechko"), Western dairy group (TM Optimal, "Hurmanika", "Molochna rodyna"), Lactalis -Ukraine (Lactalis Group) (TM "Fanni", "President"), JSC "Lustdorf" (TM "Na zdorove", "Selianske"), Rainford (TM "Shchodnia"), Halychyna (TM "Halychyna"), plant Prydniprovskyyi (TM "Zlahoda") [16].

In order to successfully present its products on the Ukrainian market and increase the level of competitiveness, Danone pays attention to marketing. The main components of Danone's marketing activities:

- Restyling, rebranding;
- Use of elements of marketing communications: TV advertising, POS-materials; improving the company's image, Internet marketing;

- Use of corporate social responsibility;
- Analysis of the life cycle of goods (trends "Danone");
- Raising product quality standards;
- Product promotion and advertising are the main factors in the competition for market share.

The presence of brands and their own distribution system also plays an important role [16].

The main emphasis in Danone's marketing activities is placed by marketers on healthy eating. This is also the company's mission.

Let's analyze the main components of marketing activities. When the company's products (Prostokvashyno brand) were first introduced to the Ukrainian market, demand was low. In 2008, the company restyled the Prostokvashyno brand, which allowed it to provide a unified style and more effective positioning in the Ukrainian market. The main idea of the restyling was to change the packaging and positioning of Matroskin's cat as a cat that constantly took care of the cow for the sake of steamed milk. The restyling of the Prostokvashyno brand was carried out by Unimilk together with the DEPOT WPF branding agency. In addition, as part of the restyling program, a large-scale advertising campaign was conducted, the videos for which were created by the Maxima Kiev agency. Thanks to these measures, the Prostokvashyno brand has become a leader in sales [16].

In its marketing activities, Danone actively uses POS materials, trade marketing - modern trade and trade marketing support - proximity. The company uses POS materials to stimulate the sale of products, as they are a very important stimulus for impulsive purchases, although they create competition. Thanks to the effective and bright POS materials of Danone brands, the consumer decides to buy this brand in favor of dairy products. The main types of POS materials of the company "Danone": posters, displays (depending on the location), floor structures, flags, price tags and non-standard structures, which are completely reminiscent of television advertising:

Mobile - cardboard construction, usually located above the place where the products of the company "Danone";

Shelfstockers - special corners that are attached to the shelf with the product and distinguish the product "Danone" among competitors;

Jumbo - boxes that imitate the product in an enlarged size. Giant bottles of Prostokvashyno milk or Activia yogurt (usually mixed in supermarkets);

Wobblers - small devices that allow you to draw attention to dairy products, due to the small vibration on the shelf and made of cardboard [16].

For example, during the launch of new products such as milk, kefir "Vidbirne" Prostokvashyno, desserts "Danissimo", porridge "Tema" trade marketing support was implemented - modern trade: the location of promotional materials in certain dairy categories, cheese and "porridge categories", such as stoppers, mini-wobblers with product names with the addition of the word "New". The use of trade marketing support - modern trade - was aimed at sales promotion through a motivational program for distributors and for direct sales.

Indicators of well-known rankings also influence the perception of the company's brands and play an important role in creating a positive image and position the company as one that produces high quality products. Every year, Danone brands take part in the prestigious Brand of the Year and Choice of the Year awards.

As for the positions of the Prostokvashyno brand on the Ukrainian market, they are quite successful and consumer behavior plays a significant role here. Participation in competitions allows the company to increase the recognition of the Prostokvashyno brand and expand the circle of loyal customers, as well as promotes natural quality products.

Also, the promotion campaign will be a success if we take into account national characteristics in the application of marketing communication policy. This is characterized by the fact that the marketing directors of national offices, due to the presence in the countries of dairy production, emphasize that this is the milk of this country and that the company cares for national traditions and culture.

Product quality control (including milk) ranks first in the company. Danone TM uses a comprehensive approach and controls the quality of milk at the stage of feeding cows, storage and milk transportation.

In its activities, Danone actively uses social corporate responsibility, which is one of the company's marketing tools. An example is the creation of dairy cooperatives. Danone stimulates the development of the agricultural sector of Ukraine's economy by supporting private farms. According to Danone's official website, it had invested 650,000 euros in the Dairy Cooperative Development project. During past years, Danone, together with Heifer International, had invested more than 1 million euro in the development of 23 farms. dairy procurement cooperatives. In order to provide its own production facilities with raw milk, the company had carried out

purposeful work to improve the production and collection of milk [16].

Another example of corporate social responsibility was the 1.9-million-euro investment in the Strawberry Cooperative Development project with the Danone Ecosystem Foundation, Dansors, Danone Ukraine and the Dobrobut Hromad International Charitable Organization and the development of playgrounds [16].

Another element that is an integral part of a company's marketing activities is product life cycle analysis. Analyzing the life cycle of its products is extremely important for Danone. After all, it characterizes the period of viability of the product and ensures the achievement of the seller's goals. In practice, many studies had been conducted on the life cycles of Danone TM products such as drinking yogurt "Rastishka", yogurt "Activia" and "Actimel". But special attention needs to be paid to the analysis of brands, such as Prostokvashyno's milk, kefir and fermented milk and Danissimo desserts, thanks to which the company was trying to expand its range. The purpose of expanding the product range was to consolidate its position in the market and attract new consumers through the development of fast-growing market segments.

Let's consider the life cycle on the example of milk "Vidbirne" Prostokvashyno. Milk "Vidbirne" Prostokvashyno was a new brand of TM "Danone" and a premium product. According to the company's data, extra and premium natural raw materials were used for the "Vidbirne" brand; milk was tested for 14 parameters; in addition to the requirements of national quality standards, the milk of this brand was tested for additional indicators. The brand's advertising campaign began in November 2012. The brand had gone through all stages of the life cycle. But unfortunately, all the stages were extremely short [16].

According to the analysis and the situation on the market, the brand "Vidbirne" did not possess the increased demand and interest among consumers. This is primarily due to the price per unit, which is 1-2 UAH higher than competitors' prices. But, in a difficult economic situation this price is high and the average consumer will prefer cheaper brands.

Compared to competitors, most Danone brands (Danissimo desserts, Prostokvashyno dairy products) are competitive and in demand. It should be noted that the target group of consumers of these products of the company "Danone" is the population of almost all age groups. According to the analysis and official data, it can be stated that Unimilk-Danone is a leader in the market of domestic high-quality sour milk products.

The effectiveness of Danone's marketing activities is to use all its elements. Also, it should be noted that at this stage for certain brands of the company (dairy products "Prostokvashyno", Activia and Actimel) there is a use of active marketing strategy. The POS materials used by Danone are a very important, bright tool and effectively distinguish the company's products among competitors.

It should be emphasized that most of Danone's brands are very well known and popular. Consumers associate the company's products with high quality dairy products. But unfortunately, the company also has a negative experience of launching and selling new brands (premium products). First of all, companies need to focus on the economic situation of their target audience and the preferences of consumers, carefully research their needs for the consumption of dairy products [16].

Thus, summarizing current trends in the Ukrainian market and taking into account the requirements of the market, which is in a state of stagnation, and trying not only to keep sales at pre-crisis level, but also to develop, companies are implementing anti-crisis programs. Such programs are implemented in the field of brand policy, the main principle of which is the adjustment of the marketing complex in accordance with market requirements. The strategy of brand modification is risky, using the crisis as a motive for improvement. When adjusting price, production, promotion or distribution, a company that cares about maintaining the success of brands must take into account a number of possible consumer reactions to changes in any of the elements of the marketing mix.

First of all, the price is either fixed at the pre-crisis level, which mostly applies to premium goods, the size of the set price margin which allows it, or decreases. Luxury brands are usually extremely cautious about lowering prices, given long-term strategies. A sharp drop in prices may increase the consumption of their products for a short period, but cause significant losses in the future, when a prestigious and expensive brand (goods for the elite) is transformed into a public and ordinary. It is better to offer the consumer a hidden discount, such as an additional free service. Also, the price may increase, given the rising cost of all resources and in accordance with the new exchange rate [15].

Second of all, the policy of product positioning in the market is being transformed. Inexpensive brands benefit from other products because, given the limited working capital, distributors and outlets are more willing to buy proven, well-known and familiar to consumers

products, given that the latter still have a competitive price. Luxury goods are relatively safe because their consumers mostly keep their income without reducing consumption costs [15].

Third, the production of goods that have cheaper counterparts is declining due to declining demand. Manufacturers try to minimize production costs and are willing to be satisfied with the minimum rate of return [15].

Fourth, promotion must be corrected. In times of crisis, consumers will be more rational in spending their budgets, so the emotional part, at first glance, should lose its weight. However, people will continue to love, raise children, get sick, make friends, listen to music, eat, that is, they will continue to shop. A strong brand that is firmly entrenched in the minds of consumers will be easier to endure the crisis. Weak brands will disappear. Because the brand is primarily a promise, new opportunities to strengthen the brand in a crisis are the fulfillment of commitments, and, under the new conditions, the promise to help consumers survive the crisis less tangible for his mood and wallet. When everything around is unstable and fragile, the consumer must be sure that by buying a brand, he is guaranteed to get everything that the brand gave him before the crisis [15].

Thus, it is possible to identify possible ways to develop successful brands of Ukrainian companies through:

- Linear extensions that will take into account new short-term market trends and increase brand visualization;
- Transformation of distribution to make the brand more accessible to customers, wherever they are;
- Repositioning, updated advertising or communication aimed at adapting the brand value to the existing competitive conditions.

An important factor in the development of the country's economy is the brand of national producers. The development of successful Ukrainian brands is closely linked to the country's image. Ensuring a positive international image of Ukraine is an important means of protecting and promoting its national interests, as well as increasing the country's success in competition in international markets and investments. Positive perception of Ukraine by different target audience is a factor that directly affects the socio-economic development of our country. This perception contributes to the solution of its foreign policy and foreign economic problems, as well as internal socio-economic problems [15].

In recent years, the role of the media in shaping the country's brand is growing. Thanks to the global marketing media, countries have the opportunity to better know themselves, their image, reputation and attitude to themselves, ie their brand. On the other hand, modern international marketing communications not only provide an opportunity to assess the country's image, but also open up new opportunities for positioning and disseminating the necessary image. The trends of recent years are due to the fact that the marketing infrastructure began to develop fairly quickly. This includes the development of the media, through which the main messages about the existence of trademarks are transmitted, and the professionalization of distribution, and the development of sales methods, networks, and so on. It includes, of course, the development of ways to measure the promotion and condition of the brand [13].

### **Conclusions**

The development of successful brands in Ukraine is not possible without taking into account the processes of globalization of the world economy. Globalization has determined the development of the modern world economy, which is taking place against the background of sharp intensification of international competition for markets for goods and services. Ukraine is currently an active player in global trade and an object of international investment. The domestic market becomes an environment of direct activity of global companies, users of global brands, and thus an adapter of the latest global branding programs aimed directly at the domestic consumer and indirectly - at the domestic manufacturer.

If you consider branding in terms of marketing, it is one of the types of marketing technologies aimed at creating a brand and managing it. That is, branding can be defined as a marketing technology to create a special consumer impression of a particular product (firm), which includes the brand image, its name (brand name), the history of the brand, which is communicated to the buyer (brand myth) and forms a holistic relationship market segment to brand. The main marketing goals that are solved with the help of branding technologies include: brand creation, brand strengthening, brand positioning and repositioning, restoration and change of the stage of brand development, expansion and deepening of the brand. When creating successful brands, branding should be considered as a management technology that includes elements of both marketing and management.

The most urgent tasks for Ukraine at the present stage regarding brands are: preservation of

Ukrainian brands that are successfully developing; creation and development of new brands; formation of a global country brand "Ukraine" with a positive image. The vast majority of existing brands were created spontaneously. Now it is necessary to implement an effective strategy for building both local and global brands in Ukraine. To do this, it is necessary to educate their own specialists in brand management, taking into account the experience of international companies that have already managed to achieve significant success in this area. This will allow Ukraine to become a full part of Europe.

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**IMPLEMENTATION OF THE FORESIGHT METHOD ELEMENTS TO ENSURE  
THE IMPLEMENTATION OF STRATEGIC OBJECTIVES FOR THE DEVELOPMENT  
OF THE AGRO-FOOD SECTOR WITHIN THE FRAMEWORK OF THE NATIONAL  
ECONOMIC STRATEGY – 2030 (UKRAINE)**

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**Abstract**

The strategic goals of Ukrainian agro-industrial sphere development within the framework of the National economic strategy for the period till 2030 were investigated; It was found that under

current dynamic conditions it is absolutely justified to formulate the task of presenting the future of agro-food sphere, which cannot be interpreted as the usual continuation of the past due to the fact that the development and functioning of this sphere can acquire a fundamentally different form and structure compared to those that were in the past. It is emphasized that the main feature of foresight, in comparison with other methods of strategizing, is the integration of the forecast of development and achievement of the stakeholders' vision of the way to the future and the directions of progress to it. Also, among the results of using foresight, one should pay attention to the possibility of creating a «map of the future» and «roadmap»; the speed and high validity of the results; rrutality and adaptability of the obtained results; the possibility of involving a wide expert community in the work, etc. It is argued that the practice of using foresight makes it possible to form a basis for identifying national priorities for scientific development of the agro-food sphere, determining the current trends of development in the future.

**Keywords:** strategy, agribusiness, development, goals, strategic objectives, foresight method.

The agro-food market has a set of features that fundamentally distinguish it from other markets. On the one hand, the most important characteristic of it is social orientation and significance, the state of the market characterizes the level of development of society as a whole; On the other hand, it is the end consumers of food, namely their needs and capabilities that determine the tendencies of agrofood market development.

The indispensable components of the processes of identification and research of trends in the development of the domestic agricultural and food market are to identify and formalize the appropriate trends. In order to reveal the mechanism of influence of globalization factors on the development of agricultural and food markets it is necessary to investigate the quantitative and qualitative characteristics of changes in the main parameters of global and regional agrifood markets and the behavior of its consumers and commodity producers, as well as to forecast trends for the future (Tsikhanovska V. M., 2016; Legg W., 1999; The common agricultural policy at a glance, 2021; Fedirets O., Voronko-Nevidnycha T., Halych O., 2019; Voronko-Nevidnycha T., Sirenko O., 2020).

We agree with the expert that the strategic approach of the state can be innovative when it involves, for example, complete reorientation in identifying the main players in the international competitive field of Ukraine. In this context, it is necessary not to support the industrial sectors,

but to ensure strategic choice in favor of IT technologies, machine and machine building, automotive and aerospace industry and, of course, the agrarian sector (Marchishenets, 2016; Kyryliuk Ye., Kornovenko S., Sharyi G., Zos-Kior M., 2017.).

However, the modern world changes with extraordinary dynamism, and the changes are rapidly taking place so intensely that the usual forecasting methods simply cannot work with the same efficiency as before. And the importance of forecasting is obvious at all levels of the national economy.

B. Danilishin, a member of the National Bank of Ukraine, notes that “despite the leading role of agriculture, Ukraine lags behind the developed countries by the level of labor productivity in the agricultural sector. The reasons are deindustrialization of agricultural production, low yield of agricultural crops, excessive employment and irrational organization of production” (Kravchenko V., 2019).

Therefore, it is absolutely justified to formulate the task of representing the future of the agro-food sphere, which cannot be interpreted as the usual continuation of the past in connection with the fact that, that the development and functioning of this sphere can take a fundamentally different form and structure compared to those that were in the past. Efficient management of economic systems of different levels in dynamic unspecified conditions is possible only on the basis of the use of active mechanisms of forecasting and predetermination, which ensure the possibility of forming a strategy of development and assessment of the consequences of decisions taken.

The leading technology for selecting the future development is Foresight (from the English word – looking at the future). Foresight is distinguished from other tools by four main characteristics: Consideration of various alternatives of development, which is based on the unambiguity of the future; focus on the use of specific actions that will allow to shape the future the way you want it to be; interdisciplinary complex nature, which covers the maximum number of factors that may affect the processes of the future; involvement of a wide range of concerned different professional groups of experts (Janch E., 1974; Saritas O., 2006).

## **LITERATURE REVIEW**

Renowned authorities in the sphere of foresight are M. Antoni, A. Horton, D. Voros, T. Kuos, D. Slaughter, E. Hideg and others. At this stage there is a deep interest in the development

strategy at different levels of government (Cuosa T., 2011; Zgurovsky M. Z., 2015; Zgurovsky M. Z., 2016; Acheson H, Barre R, Robby Berloznik and other, 2002), in particular, the system of state forecasting was formed (EC Joint Research Centre, 2002; Macroeconomic Analysis and Forecasting, The Ministry of Economic Development, Trade and Agriculture of Ukraine).

**The purpose of the article** is to analyze the strategic goals of agribusiness development within the framework of the National Economic Strategy – 2030, to propose the use of elements of foresight method for their effective maintenance, etc.

## **MATERIALS AND METHODS**

The decision of the tasks put in the article is carried out by means of such scientific and special methods of research: analysis and synthesis, systematization and generalization, dialectical approach.

## **RESULTS**

The first attempts to obtain objective knowledge about the future were mainly related to the development of new methods and the use of traditional methods of mathematics and statistics. As a result, the time series method, regression analysis methods, the method of imitation modeling, econometric models, etc. were created. All of them belong to the class of so-called methods of quantitative forecasting, the use of which is based on the description of the future, which is actually a continuation or extrapolation of the past.

This circumstance inherently limits the possibilities of these methods, first of all for socio-economic, political, financial and many other complex processes and phenomena. First of all, because we live in a world in which qualitatively new events, uncontrolled by the past, are constantly taking place. They include differently manic and streamlined changes associated with the breakdown of the monotony of processes, which have the character of a very non-linear phenomena. The greatest peculiarity of Foresight is that it is used as a problematization tool – all interested participants (stakeholders) must be ready to act (because otherwise they will come to the image of the extended real), as well as to formulate ways of doing it.

There are a great number of Foresight classifications. In our case, the choice of a sectoral Foresight is obvious. The key objective of the sectoral foresight is to identify the place of the sector in the overall system of national economy - as a great framework, and to identify a list of

critical technologies or formats of organization of activities that can develop the sector or block changes. An important part of the work on the map of the future sectoral foresight is the identification of legislative barriers. The main results of the sectoral foresight could be (Saritas O., 2006; Pusarenko T. V., Kvasha T. K., Paladchenko O. F., Rozhkova L. V., 2020):

- Expert analysis and suggestions for creating strategies for new sectors or a review of existing development strategies;
- Development projects in the gap between strategies and actual activities of food systems, the convergence of strategies of individual participants in the industry among themselves;
- Project (roadmap) based on the strategy and a set of working groups ready to work;
- Identification of a map of key competencies and specialties necessary for long-term development of the industry, and formation of a framework of educational programs that support the development (entry to the Foresight competencies);
- Identification of the industry's place in the developed market and global prospects, identification of promising products that the industry can master or the production of which must be abandoned, etc.

Foresight is a method of both forecasting and designing the future. At the same time, Foresight is also the joint commitment of people to the future, for which they are preparing themselves. The main peculiarity of foresight, as compared to other methods of strategic planning, is the combination of the forecast of development and the attainment of the opinion of representatives of the most diverse social groups (stakeholders) about the way of the future and the directions of progress towards it.

Among the expected results during the Foresight session process, a managerial rather than analytical approach should be distinguished (the trend is more important than the knowledge of the quantitative changes in the parameter); Discursive and project logic, brainstorming, game-playing techniques; technology that is easily accepted and used by the participants.

Foresight technology is proactive in relation to future events. This means that the authors and participants of the Foresight are not just individually assessing the probabilities and risks of certain conditions, as, for example, in the Delphi method, but take an active position and jointly design their current and future activities in such a way as to strengthen the positive trends,

increase the probability of good developments and prevent negative, unnecessary trends. Now the strategic terms for the development of the agro-food sphere are included in the National Economic Strategy until 2030 (NES-2030). NES – 2030 was indirectly created by over 500 signatories: representatives of over 20 think tanks, over 30 business associations, 40 decision making bodies, expert public and civil society representatives and members of parliament.

The NES-2030 sets the strategic milestones for the development of the industrial, agro-food, manufacturing, infrastructure, transport, energy, information and communication technology, creative industries, and the services sector. This strategy also takes into account important areas of focus – digitalization, “green” course, enterprise development and balanced regional development. The principles on which the National Economic Strategy is based include European and Euro-Atlantic integration, nontransparency of private property, the rule of law, intolerance to corruption, free and fair competition, and equal access for business (The National Economic Strategy until 2030, 2021).

It is advisable to consider strategic goals for the development of the agro-food sector by means of foresight. At the same time, the main criterion of this foresight should be the creation of such a plan for the development of the agroindustrial complex, which would ensure that both in the medium-term time horizon (2021-2025) its sustainability, and in the longterm horizon (2025-2030) – sustainable development.

The goal of the sectoral foresight is to formulate a scientifically valid, as much as possible objective strategy that takes into account the main specters of the development of modern society.

Suggestions for creating a strategy with the help of foresight are supported by the expert community. Thus, according to the experts, the main organizational activities of the foresight session should include a group consisting of experts of the agribusiness sector with experience of working at the world level, members of the public association, etc. The main task is to answer as accurately as possible the questions formulated by the scientists. Experience is systematized, analyzed in a mathematical model, which is already operated by a special computer program that prevents bias or lobbyism.

Then, the other group will include agrarians who have experience in the field of higher education: experts in vegetable growing, animal husbandry, gardening, and so on. The results are then combined into a plan, a strategy. The requirement for scientists is to form not just a plan, but a road map. That is, each item is specific, namely detailing and controlling each item. It should be

noted that during the formulation of NES-2030 partly used foresight sessions, in particular scientists, agrarians, businessmen, etc. were involved.

The agro-industrial complex is the only sector of the country's economy that works efficiently and contributes to over 20 % of GDP. This tendency will not only be preserved but will grow. It has already been estimated that in the next 5-7 years the economic indicator of the impact of agriculture in the economy will be 40 % (Novikov G., 2021).

It is also quite logical that exactly the agrarians take part in the formation of the strategy of development of the domestic agricultural sector. NES-2030 has declared that Ukraine as one of the global centers of food security, the world leader in supply of food products with high added value and technologically intensive services for agro-industrial sector is the main focus of the agro-industrial sphere. In particular, the vision of the development of the agro-food sector includes seven main components (Fig. 1).

The first pillar concerns the implementation of an effective stimulating state policy, which calls for a reduction of the shadow market, liberalization of the land market, steel agricultural development, etc. The other pillar includes initiatives to improve the quality of infrastructure. When every participant of the market has a wide range of possibilities for financing and insuring its activity, has access to modern education, and the state of land resources satisfies the needs of every farmer working in Ukraine.

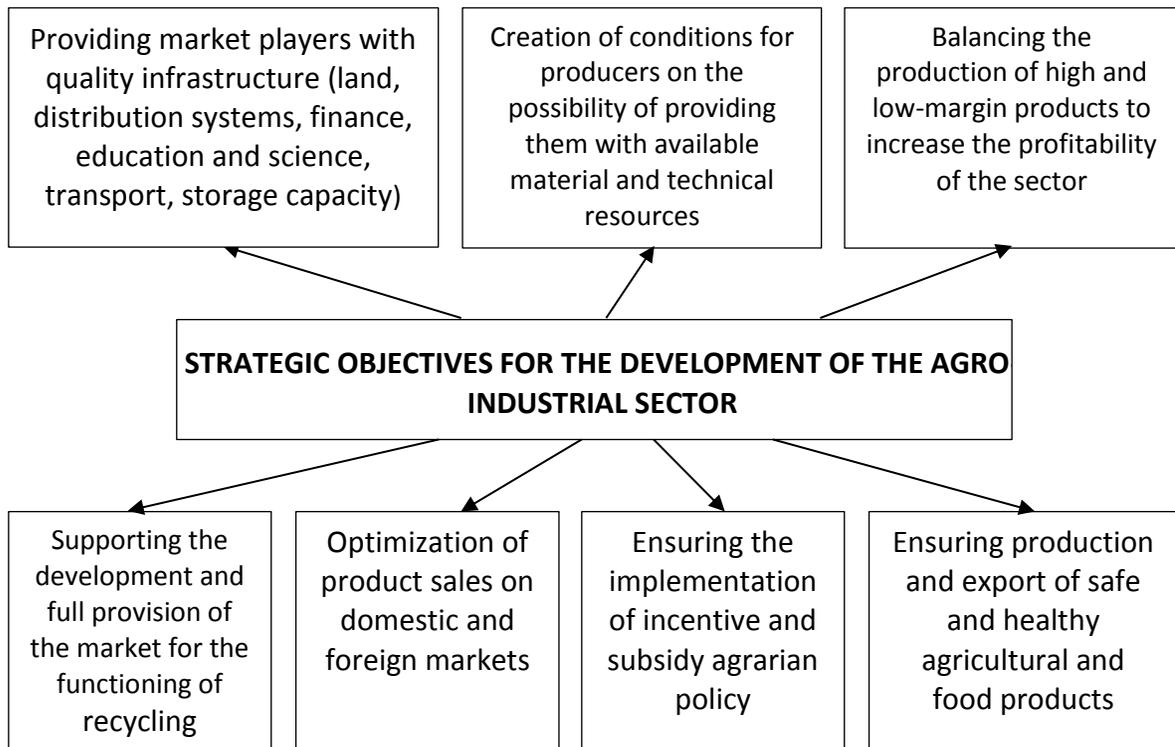


Fig. 1. Strategic goals of agro-industrial sphere development in the NES-2030 framework (author's development with The National Economic Strategy until 2030, 2021)

The third component is creation of available material and technical equipment. Initiatives are aimed at integrating advanced technological solutions into the activities of the majority of enterprises. Processes have become digitalized and, as a result, agrarians would effectively use their resources. The fourth component includes initiatives for balancing the activities of the agricultural sector. The offer of high-margin crops satisfies the demand of the domestic processing market and is one of the export categories.

The fifth component includes initiatives to increase the full value processing. The share of processed products considerably exceeds the share of manufactured exports. The fastest component includes the development of the ecosystem for the sale of products. The second component is concerned with ensuring production and export of safe and healthy agricultural and food products.

We form the key aspects of achieving the strategic goals of agro-industrial sphere development within NES-2030, which is reasonable to consider as a certain guide or guidance in the process of making decisions aimed at a significant scale and long terms of implementation (Fig. 2).

Key aspects of achieving strategic goals for the development of the agroindustrial sphere	
1. Efficient state policy is an important prerequisite for the development of the agroindustrial sphere	2. Current status of grain silos, transport and agroshevalnya infrastructures create barriers for the development of the sector
3. Increased access to financial and educational resources will contribute to the development of agricultural activities	4. Lack of material and technological resources leads to low potential of the agroindustrial sector
5. Increasing the technology of production will increase the productivity of the agroindustrial sphere	6. The current structure of the agro-industrial sector of Ukraine is unbalanced and causes low productivity
7. In the structure of the plant growing sector the low value added crops prevail	8. The structure of animal husbandry is poorly diversified with the dominance of poultry
9. Continuation of the lancet of added value will ensure greater profitability of the sector	10. Increased income from the sale of agro-industrial products will be possible due to the reorientation towards products with a high added value
11. Efficient state policy in the sphere of sanitary and phytosanitary measures with an important prerequisite for the production of healthy and safe agricultural and food products	12. Legislation in the field of health and welfare of animals, veterinary practice, production, circulation and use of veterinary drugs requires a systematic and comprehensive review
13. Implementation of international and European practices in the field of plant protection is necessary for ensuring the phytosanitary safety of Ukraine	14. Control over hygienic and sanitary requirements for food production

Fig. 2. Key aspects of achieving the strategic objectives of agro-industrial sphere development in the framework of NES-2030 (author's development with The National Economic Strategy until 2030, 2021)

Let's look in detail at the influences and barriers on the way to achieving the strategic goals (Table 1).

Table 1

Challenges and barriers to achieving the strategic goals of the agro-industrial sector in the framework of NES-2030 (author's development with The National Economic Strategy until 2030, 2021)

Strategic goals	Challenges and barriers to achieving the strategic objectives
Ensuring a stimulating and subsidizing agrarian policy	Insufficient institutional capacity (the problem of insufficient institutional capacity due to the lack of consistency, proper outline and indicative principles in shaping the state policy in the field of agriculture and rural development)
	Low efficiency of decisions (decision-making in the state policy in the field of agriculture and rural development is not based on objective data, there is a problem in the system of information and analytical support)
	Inefficient land market model (the current model of opening of the land market interferes with the full development of the sector)
	Inadequate state control mechanism (lack of long-term planning of state control measures, lack of oversight of their implementation leads to excessive regulation for businesses due to the absence of a mechanism to stop the commission of violations)
	Inefficient state support programs (low level of efficiency of state programs for subsidizing the agro-industrial sector, which is caused by the problem of ensuring growth, targeting, accessibility and efficiency of state support, causes irrational use of state funds and hampers the development of the agricultural sector)
Providing market players with quality infrastructure	High share of product transportation in the costs of production (logistics costs occupy a significant share of the end product value)
	Deterioration of land quality (underdeveloped irrigation and drainage infrastructure, which requires substantial investment, results in lower quality of land)
	Lack of qualified personnel (the deficit of skilled labor in the agroindustrial sector due to the outdated educational base and immigration of skilled labor reduces the supply of skilled labor in the market)
	Limited access to finances (agricultural producers are particularly affected by problems of financial stability and access to financial resources and services; Current conditions and instruments for obtaining positive capital in Ukraine do not sufficiently take into account the peculiarities of small and micro enterprises, specifics of capital turnover and social significance of certain sectors of the agricultural economy)
	Underdeveloped technological potential (limited capacity to implement the potential of new technologies and full implementation of innovations through low access to finance reduces the productivity of the sector and guarantees the improvement of scientific support)

Creation of conditions for producers on the possibility of supplying with available material and technical resources	High cost of chemical additives (high cost and limited access to imported additives lead to the use of low-quality chemical additives)
	Lack of availability of equipment and agricultural machinery (inadequate pace of renewal of technical equipment at the rate of production development)
	Limited supply of affordable high quality domestic raw materials creates the effect of import dependence on other raw materials
	Inefficient use of fodder crops (poorly developed culture of fodder use results in lower quality of animal products)
Balancing the production of high and low-margin products to increase the profitability of the sector	Inefficient production structure of the agribusiness sector (focus on the production of low-margin crops leads to a high dependence on the export of products)
	The uneven productivity of production in the agroindustrial sector (a significant gap in the productivity of production between small and large producers causes the establishment of oligopolies in the market)
	Functioning of the shadow market (the presence of a shadow market blocks the development of the sector)
	Restraining the development of the organic sector (lack of implementation of necessary support reduces the potential amount of profits)
	Reduction of leanness (continued reduction of leanness can lead to deficit of milk and cow meat and increase import dependency)
Failure to develop and fully provide the market for the functioning of the processing industry	Low interaction of producers, especially economically and financially disadvantaged small producers (lack of cooperation between small producers and insufficient financial opportunities for capital investments mean that small producers are not able to efficiently integrate into value added activities)
	Lack of appropriate tools to increase the competitiveness, structural rebuilding and economic sustainability of small agricultural producers, including natural persons and family farms
	Lack of complete processing cycles (a complete processing cycle exists only for poultry through a short payback period compared to the Great Horned Game)
	Functioning of the market (products of animal and plant processing endanger the health of consumers and the healthy development of the market)
	Low educational and technological bases (the current state of development of small producers significantly reduces the potential volume of production in the market)

<p>Optimization of the product sale system on the domestic and foreign markets</p>	<p>Force orientation (the prevalence of raw materials in exports creates a strong dependence on trends on the foreign sale market)</p>
	<p>Limitations in international trade which influence market volumes (the deepened and all-round free trade zone between Ukraine and the EU requires the same volume of quotas for export of grain and processed products, which does not allow fully unlocking their market potential)</p>
	<p>Limitation of export of animal products (external trade of livestock products in a living body interferes with marketing opportunities and reduces the amount of potential profit)</p>
	<p>High transportation costs (low logistical development of distribution lines reduces the quality of products received by the end consumer, and reduces the volume of exported products)</p>
<p>Ensuring production and export of safe and healthy agricultural and food products</p>	<p>Inefficient implementation of state policy (inadequate legislation does not allow effective implementation of state policy in the sphere of sanitary and phytosanitary measures)</p>
	<p>Ineffective interaction between the state authorities (lack of a clear division of functions at the legislative level in the formulation and implementation of policy, ineffective distribution of control functions between the state authorities, including the control at the border when importing regulatory objects)</p>
	<p>Inefficient system of registrations, permits and burdensome state regulation (excessive bureaucratic pressure on business generates additional financial and hourly costs for businesses and poses a corruption risk)</p>
	<p>Lack of institutional capacity (an inadequate system of public administration, lack of qualified personnel and absence of modern material and technical support makes it impossible for the state to perform its functions efficiently)</p>
	<p>Obsolete and time-consuming delivery of services (lack of modern IT systems and technologies leads to bureaucratic, burdensome and time-consuming processes of service delivery, Lack of modern platforms and interfaces between the state and business complicates the conduct of their business activities)</p>
	<p>Ineffective control at the border when goods are imported and are subject to sanitary and phytosanitary measures</p>
	<p>Inadequate mechanism of state control (lack of long-term planning of the implementation of state control measures, lack of oversight of their implementation leads to excessive regulation for the business for the lack of mechanisms for preventing the commission of violations)</p>

For each of these aspects it is necessary to develop a “road map” to ensure the implementation of strategic objectives of the development of the agro-food sector. In particular, we will consider the goal “Balancing the production of high and low-margin products to increase the profitability of the sector”, specifying certain “zones of development”, i.e. certain indicators, barriers, unexplored opportunities and difficulties of its realization, ways to achieve them, tasks and its targets (table 2).

*Table 2*

Development Areas and Ways to Achieve the Goal “Balancing High- and Low-Margin Manufacturing to Increase Sector Profitability” (author’s development with The National Economic Strategy until 2030, 2021)

Development Areas	Ways to Achieve the Goal (WDC)	Objectives (O)	Goal Indicators (GI)	
<p>1. Inefficient production structure of the agro-industrial sector (focus on the production of low-margin crops leads to a strong dependence on the export of products).</p> <p>2. Unequal productivity of production in the agroindustrial sector (a significant gap in productivity of production between small and large producers causes the establishment of oligopolies in the market).</p> <p>3. Functioning of the shadow market (the presence of the shadow market blocks the development of the sector).</p>	1) Ensuring the development of high-margin crop production	1.1)	- Increasing agricultural productivity twofold, reaching 10 thousand U.S. dollars per person employed;	
		1.2)		
		1.3)		
		1.4)		
		1.5)		
		1.6)		
	2) Increase in organic production	2.1)	- Increase of meat production by 15%	
		2.2)		
		3) Stimulation of animal husbandry development		3.1)
				3.2)
				3.3)
				3.4)
	3.5)			
	3.6)			
	3.7)	3.8)	3.9)	

<p>4. Stripping the development of the organic sector (lack of implementation of proper support reduces the potential volume of profits).</p> <p>5. Expansion of lean livestock (continued expansion of lean livestock may lead to deficit of milk and cow meat and increase import dependency)</p>	4) Reducing the quality of animal products	4.1)	
		4.2)	
		4.3)	
		4.4)	
		4.5)	
		4.6)	
	5) Improving the regulation and organization of beekeeping	5.1)	
		5.2)	
		5.3)	
		5.4)	
	6) Development and implementation of measures for renewal of aquaculture development in Ukraine	6.1)	
		6.2)	
		6.3)	
		6.4)	
		6.5)	
		6.6)	
7) Improving the quality of products	7.1)		
	7.2)		
	7.3)		
	7.4)		
	7.5)		
8) Ensuring the development of sustainable production	8.1)		

*WDC 1. Objectives:*

1.1) Ensuring partial reimbursement of investment costs associated with the transition to highmargin crops;

1.2) Ensuring tax incentives for high-margin crop producers and implementation of digital

systems of production costs;

1.3) Directing tax revenues from the sale of high-margin crops to the development of this area;

1.4) Increasing awareness of producers on the prospects of high-margin crops;

1.5) Approval of the amount of state support for gardening and viticulture;

1.6) Compensation of costs associated with the focus of production on low-margin crops.

*WDC 2. Objectives:*

2.1) develop programs of financial and subsidy support for producers of organic products;

2.2) Getting more producers involved in organic production by improving government regulation in this area.

*WDC 3. Objectives:*

3.1) Strengthening control over the disease situation, in particular African swine fever, and the system of inspection around the pig production area;;

3.2) Stopping the reduction in the number of cattle and pigs and restoring their growth;

3.3) Change in the structure of production of animal products (increase in the share of agricultural enterprises) due to an increase in the number of cattle and pigs in the organized sector;

3.4) Improving the quality of livestock by reducing the cost (up to 50-80%) of breeding (genetic) resources;

3.5) Stimulation of increased productivity of cattle;

3.6) Attraction of investments by means of shorting up to 30-50% of the cost of construction and reconstruction of livestock farms and complexes;

3.7) Identification of livestock at the expense of state funds (in industrial production and households);

3.8) Promotion of stable and efficient pig production in Ukraine;

3.9) Ensuring increased production and processing of animal products (including milk) by the organized sector.

*WDC 4. Objectives:*

4.1) increase of the share of production and processing of “extra” milk;

4.2) Development and implementation of measures to prevent adulteration of dairy products in Ukraine, strengthening of control (supervision) by the competent authority over adherence to regulations and safety performance indicators in the dairy industry;

4.3) Compliance of Ukrainian treatment protocols and instructions with European ones, in particular regarding the use of antibiotics, live and autologous vaccines;

4.4) Implementation of effective system of pharmacological control in Ukraine for veterinary medicines;

4.5) Development and implementation of electronic system which enables registration of veterinary medicines, issuance of electronic prescriptions, control of drugs usage in animals;

4.6) Strengthening the mechanics of exercising control over the circulation and use of veterinary medicines.

*WDC 5. Objectives:*

5.1) Improvement of legal regulation in the sphere of veterinary medicine;

5.2) Ensuring the protection of the rights of defenders and implementation of an algorithm for their observance;

5.3) Preventing violations of the law in the sphere of horde farming by persons who use plant protection equipment for the treatment of honey plants during the honey harvesting period;

5.4) Control of the production of Ukrainian honey.

*WDC 6. Objectives:*

6.1) Implementation of the system of prostauzhuvannosti reforming state farms, improving conditions for the conduct of activities;

6.2) Reducing the volume of animal production through the adoption of a ban on industrial fishing;

6.3) Adapting to European standards for the selection of biological material for research;

6.4) Creation of clusters of small and medium-sized aquaculture producers, including farms, to reduce barriers to access to retail markets;

6.5) Digitization of water resources, organization of monitoring and accounting of biological assets, development of a platform with information on available water bodies that can be used for aquaculture production;

6.6) Establishment of a transparent process of lease and privatization of water resources and hydraulic structures.

*WDC 7. Objectives:*

7.1) Creating a program of cooperation with international producers to exchange experiences;

7.2) Adaptation of international quality standards to domestic production;

7.3) Improvement of state regulation of certain food quality indicators;

7.4) Improvement of state regulation on geographical indications for agricultural products (agricultural goods), food products, wine, flavored wine products, spirits and other quality schemes, including guaranteed traditional features for agricultural products and food products;

7.5) Implementation of European standards for trade in plants, plant seeds, products derived from plants, fruits and vegetables.

*WDC 8. Objectives:*

8.1) Improvement of old agricultural production, protection of the natural environment and animals, and the spread of organic production methods and the use of bio-technologies, “Climate smart” agriculture and forestry with reduction of greenhouse gas emissions and adaptation to climate change, old management of natural resources and preservation and multiplication of biodiversity

An important part of achieving the strategic objectives is the need to be complemented by the current instructions formed by the expert environment (representatives of the agrarian business, industry, science, organizations engaged in the protection of the environment and protection of consumers, etc.). If necessary, each of the components of the growth zone and ways to achieve strategic goals can be detailed. Also among the results of using foresight, attention should be paid to the possibility of creating a “map of the future” and “roadmap”; the speed and high validity of the results; reliability and adaptability of the results obtained; the possibility of involving a wide expert community in the work, etc. Thus, the practice of using foresight provides a possibility to form a basis for identifying national priorities of scientific development of the agro-food sphere, conditioning the current trends of development in the future.

It is worth stating that the achievement of strategic goals will enable to ensure the development of the agroindustrial sector and the food industry by: Attraction and stimulation of

investments; stimulation of export of goods and services; improvement of rural development and quality of life in rural areas; Preservation of quality and quantity of agricultural land; increase in the volume of added-value production; increase in crop yields; stimulating and subsidizing agricultural policy, etc.

## CONCLUSION

Management of agro-food sector development is viewed at the national level as an integrative task, which, on the one hand, includes the identification of economic, social and environmental parameters as the key ones, which are simultaneously identified by more detailed positions, such as organizational and economic, technical and technological, environmental and economic, social and economic, and so on; on the other hand – reflects the public consumers of the subject realization of the cumulative selling value of the domestic agricultural production in a broad outline and increasing its social significance. Of course, the formation of productive agro-food sphere is a complex and multifaceted issue that requires the study of numerous interrelated aspects, since the priorities of the development of this sphere must be the regulation, information support and socially oriented. It should be noted that the declared priorities for the long-term development of the agro-food sector in NES-2030 are: its balanced functioning on the condition of ensuring the creation of appropriate legislative, organizational and economic and administrative conditions; expanded formation; rationalization of the structure of foreign trade; ensuring the efficiency of instruments of state regulation of the agrofood market. The strategic directions of development of foreign economic and economic orientation of the agro-food sphere should be improvement of quality of products and increase of export potential through diversification of commodity offerings with goods with high added value, etc. Therefore, the main advantage of using foresight to ensure the development of the agro-industrial sphere is the awareness of the significance of interdisciplinary cooperation, which provides the possibility of consolidation of experts of different fields in the identification and implementation of priorities of the future and the formation of new opportunities for its development. In this case, the most important part is the creation of a team of “change agents” through the drafting of a joint future and projects for the development of the agro-food sector. The public, especially representatives of business associations, regional governing bodies, scientific communities and non-governmental organizations, should be more widely involved in the development of appropriate strategic

documents for the long-term development of the agro-food sphere of Ukraine.

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**CONFIGURATION OF ENSURING THE ECONOMIC SECURITY OF THE  
NATIONAL ECONOMY IN THE CONDITIONS OF GLOBALIZATION**

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**Abstract**

The article considers ensuring economic security as one of the strategic functions of the state. The segmental components of economic security and potential of the national economy are determined. The impact of COVID-19 on the economic security of the state is considered. The state of economic security in Ukraine is studied. The main indicators that affect the macroeconomic stability of the country are identified. The number of subjects of large, medium and small enterprises in the structure of the national economy is calculated. The influence of globalization and integration processes on the economic security of the state is studied. The main conditions for supporting sustainable dynamic growth of the economy and the state as a whole are determined. The main factors influencing the economic security of the state are studied. Ways to support and increase macroeconomic growth of indicators that affect the development of the national economy are proposed. In recent years, the country's economic security issues have gradually shifted from a declarative or opportunistic nature to a practical economic policy in the national macroeconomic environment, which has given impetus to sound research and innovative

approaches to national security in various areas, including economic security countries.

The processes and phenomena that take place in the national society, foreign economic activity and the global economy are the basis of the increased attention to the issues related to the economic security of the country.

Problematic issues of economic security have aspects of national and international orientation, therefore, state economic policy and its security component should help align the interests of the national economy with the interests of development and strengthening of international economic cooperation in line with globalization in the international economic system.

The studied configuration of economic security of the national economy in the context of globalization should take into account and reliably control destabilizing factors of political, military, institutional, economic, financial, environmental and social orientation that affect the development of economic mechanisms in the country and overall socio-economic potential.

**Keywords:** economic security, globalization, indicators, factors, economic growth.

### **Formulation of the problem**

Topical issues of economic security of the national economy in terms of globalization, which requires systematic study.

**The purpose of the study:** configuration development to ensure economic security in the context of globalization.

### **Introduction**

In today's geopolitical conditions, the configuration of ensuring the economic security of the national economy under the influence of globalization is changing dramatically. The aggressive influence of the international environment on the national economy requires the search for new systemic tools that will contribute to the adequate effectiveness of state influence on national economic security.

Ensuring economic security has always been one of the strategic functions of state institutions. Most developed countries in the international space have accumulated a variety of experience in addressing issues related to economic security of the country.

Let us agree with L. Akimova that ensuring economic security is a guarantee of independence and autonomy of the country, a condition for stability and effective functioning of society. Economic security is a specific component of national security and at the same time belongs to the system of categories of economic theory. This definition entered scientific circulation in Ukraine a little more than ten years ago, which is a rather short period for its comprehensive theoretical and methodological analysis. This is evidenced by scientific contradictions due to the lack of a unified approach in understanding the essence of economic security, in developing effective ways and means to prevent and master threats and ensure the stable development of the country's economic system. Because of this, the development of fundamental and applied scientific problems of economic security expresses not only the demand for economic theory, but also the need for economic practice [1].

### **Presenting the main material**

In Ukraine, economic security is identified primarily with ensuring the sustainable development of the national economy and its economic component through dynamic growth, scientific and technological progress and investment support. However, under the influence of globalization factors, the economic development of any national economy takes place not separately, but in the economic system of the international economy, which in turn requires the coordination of interests between the subjects of the global macroeconomic environment.

The economic security of the national economy covers a wide range of phenomena and processes that focus on optimal welfare and counteracting the impact of negative endogenous and exogenous factors on the functioning and development of the macro-environment of the country. Therefore, the system of regulation of national economic security should be aimed at eliminating or counteracting the negative factors in order to prevent or minimize negative indicators that affect the functioning of the economy of the country.

The system of regulation to ensure national economic security should facilitate the monitoring, diagnosis and support of factors that can ensure the development of the country's economy, taking into account the socio-economic component.

The processes and phenomena that take place in the national society, foreign economic activity and the global economy are the basis of the increased attention to the issues related to the economic security of the country.

Globalization and integration processes have a significant impact on socio-economic growth and development of the national macroeconomic space of the country. With further interdependence in the international space, volatile economic growth, significant price fluctuations in commodity markets and the instability of the global financial and credit system, it is difficult for developing countries to reap the potential benefits of globalization and affect the country's economic security.

It is important to note that the issues of economic security of the country in recent years are gradually evolving from a declarative or opportunistic nature to a matter of practical economic policy in the national macroeconomic environment, which served as an impetus for conducting sound research and the formation of innovative approaches to national security in various areas, including economic security of the country.

Note that the process of beginning of relative economic stabilization, which was observed during 2017-2019, was not driven by the COVID-19 pandemic in 2020. Modern radical changes and social cataclysms in 2020 have had a strong enough impact on the country's business environment and the causes of disruption of the normal process of economic activity, and, most importantly, can threaten economic security, both at the micro and macro levels.

In 2020, the main factor influencing the economic security of the country was the spread of the COVID-19 pandemic, which has made significant changes in the national and international economic environment.

Introduction of sanitary and epidemiological measures, creation of quarantine zones, cessation of economic activity, establishment of restrictions on migration processes and labor activity, introduction of new distance forms of work and study, strengthened the role of state institutional regulation, which ensured the relative economic security of the country in emergency conditions.

It must also be understood that economic security must be focused on sustaining the welfare of the nation in all circumstances. It is known that the development of the national economy contributes to political, financial, economic and social stability, effective international cooperation in all segments, constructive solutions to local and global problems that threaten national welfare and vital interests of society.

Thus, the problematic issues of economic security have aspects of national and international orientation, therefore, state economic policy and its security component should help align the interests of the national economy with the interests of development and strengthening of

international economic cooperation in line with globalization in the international economic system.

In the era of globalization, the country's economic security cannot be ensured solely on national means, so, under the influence of the troubles of 2020, growing interest in the international macroeconomic environment to find ways and means of collective regulation of economic development in an interdependent global economic environment.

The issue of economic security in the global environment visualizes the need to prevent common dangers that affect the functioning and development of the subjects of the international economy.

Therefore, the interpenetration and interaction of economies in the international macro environment in the era of globalization has a positive impact on the state of economic security of international actors. However, each country must seek the optimal balance between national economic independence, transparency and global interdependence.

Transparency of the national economy helps to attract investment resources, but it does not always have a positive effect. Of course, direct financial investments in industry, infrastructure and other production areas can contribute to the development of the national economy, taking into account national interests. However, portfolio investments easily leave the financial markets when the financial and economic situation changes. Therefore, in the conditions of transparency of the national macroeconomic environment, it is necessary to carefully control the investment conditions, the dynamics of monetary relations and the consequences arising from the country's involvement in the system of international financial and economic relations. Unfortunately, the international economy does not have a global system of economic security, because in our time, there are still incompatible aspects of economic interests of a large number of developed countries..

In a market economy, economic security is strongly influenced by the country's potential:

- Economic;
- Financial;
- Scientific and technical;
- Environmental.

Therefore, state institutions should promote the development of segmental components of the

country's potential and structure a set of measures of institutional regulation, which takes into account the functions of anti-crisis orientation (Table 1).

**Table 1**

Segmental components of economic security and potential of the national economy

Component	Regulation of economic security and potential of the national economy		
	Pre-crisis	Crisis	Post-crisis
Vector direction	Inefficient use of resources in the macroeconomic environment of the country	Restoration of economic security parameters	Improving socio-economic conditions in the social environment; improving the structure of the national economy;  Increasing the competitiveness of priority sectors of the economy;  Support of financial and economic stability and sustainability
Tooling	Irrational planning, lack of forecasting and unbalanced budgeting	Optimization of budget expenditures and distribution of development results, chaotic sectoral reforms	Administrative-territorial reform; modernization of regulatory institutions at all levels;  Development of innovations and innovation infrastructure of the country;  International cooperation
Orientation of institutional regulation	Current	Operational and tactical	Strategic

(Source: generated by the author based on data)

The most effective configuration for ensuring the economic security of the national economy in the context of globalization is a system of strategic forecasting and planning, indicative regulation and evaluation of the effectiveness of state priority projects and innovation programs that will contribute to national economic security.

Moreover, the system of strategic forecasting, planning and indicative regulation must operate in all time horizons, starting with the current period and ending with the future.

It should also be borne in mind that the link to the forecast parameters of economic security, the system of strategic planning in the current realities of the national economy must be sufficiently developed and take into account the indicative vectors of economic security. The system of parameters should be linked to the performance indicators of implemented projects and programs that affect the development of the national economy.

National economic security is identified with the presence of acceptable limits of macroeconomic stability, which ensures the viability and efficiency of reproductive processes in the economic complex of the country. Therefore, acting in line with the general trend of strengthening the unity of the international economic system and participating in the global division of labor, it is necessary to constantly monitor and diagnose this process and regulate it through prudent macroeconomic policy.

It should be noted that countries involved in the international economic system may find themselves in such dependence on external supplies and external markets, when unforeseen or intentional disruption of inter-economic relations entails destabilization of the national reproduction process with all the negative consequences, which in turn effects on the economic security of the country.

It should also be noted that the transformation of the country's macroeconomic environment is based on the liberal-democratic model, and the ideology of individualism forms the core of liberal democracy, and it is based on state institutions, shaping tasks and developing mechanisms for economic security. The legal framework of the concept of business promotion is focused on rights and freedoms.

The positive aspect of the transformation processes in Ukraine is that they are carried out in a democratic way and taking into account the interests of national society and economic security.

The liberal-democratic model of transformation processes is focused on the replacement of state property by private and the creation of a socio-economic base of capitalism, which

contributes to the effective development of the relevant macroeconomic environment. However, it is necessary to remember the criteria of economic and social efficiency that affect the economic security of the country.

Thus, the nature of the development of the macroeconomic environment of the country is crucial for national economic security. Therefore, in line with socio-economic reforms, a prudent financial and economic policy is needed, which is able to keep the transition process under control, preventing the disruption and destabilization of the national economy.

The most important indicator of national economic security is the stable and dynamic economic growth of the national economy.

Economic growth of the national economy is a strategic guarantee of economic and social development of the country, and ensures its economic security. It is also necessary to take into account that the parameters of economic growth distinguish the functional and economic situation of the national economy, as well as act as a strategic task of state economic policy, taking into account the security component.

The growth of the national economy is a positive result of economic development of the country, which synthesizes the progressive properties of economic and socio-economic processes, which provides economic protection of the national macroeconomic environment.

In scientific research O. Holovchenko noted that sustainable growth of the national economy is a relevant, multifactorial, dynamic process, which is accompanied by interrelated changes in macroeconomic indicators (including an increase in real national product), characterized by increasing social indicators, innovative production methods and modern technologies in all sectors of the economy, efficient use of resource potential and integration into international markets, taking into account the impact of the factor environment [2].

In the context of ensuring sustainable growth of gross domestic product, the tasks of economic policy of the country differ significantly for industrialized and developing countries.

In industrialized countries, these tasks take into account the optimal combination of structural, functional, and anti-crisis policies that affect economic security. Structural and functional policy is aimed at identifying, supporting and stimulating the leading sectors of the national economy in order to encourage economic activity, and anti-crisis stabilization-oriented policy is aimed at maintaining the sustainability of growth through appropriate measures of institutional regulation and prevention of certain phases of the crisis (recession), supporting employment and reducing

unemployment, addressing other macroeconomic and socio-significant issues.

Anti-crisis stabilization and policy is of strategic importance for the national economy, especially in terms of the tasks of ensuring social harmony and increasing (spreading) the benefits of socio-economic development in the country.

The policy of encouraging economic activity in the country, supporting innovation and generating progressive structural and functional transformations is also essential. Therefore, the growth of gross domestic product is a source of maintaining socio-economic stability and provides resources to address not only internal but also external problems faced by countries in the global economy.

It should be noted that in our country, the growth rate of gross domestic product is critical, because it is not about increasing wealth, but about overcoming poverty and backwardness in the social and economic life of the country. Therefore, national economic security requires higher growth rates of gross domestic product.

Improving the resource potential is a strategic step towards structuring the factors of economic security and sustainable growth of the country's economy, because it is a necessary condition for a long-term solution without key issues in the macroeconomic environment. Therefore, the formation of strategic opportunities for investing resources in expanded reproduction, as well as qualitative transformation and structural and functional reformations in the country emphasize the situational changes of internal and external nature, which will have a strong impact on national economic security.

To successfully address the strategic objectives of economic growth of the national economy, it is necessary to adhere to the vector of renewal of the productive sphere, which creates benefit, stimulating strategically important industries, developing innovation potential and focusing on social growth in society.

Sustainable economic growth of the national economy creates conditions for a favorable solution to the employment of the country's working population, which also affects economic security.

It should also be borne in mind that maintaining sustainable economic growth requires an increase in the resources available to society, which also affects the development of the social component in the macroeconomic environment of the country. Therefore, even with a constant share of social expenditures in the budget, they grow quantitatively from year to year, allowing o-

economic costs to solve the relevant (strategic) socio-economic problems and ensure stability, progressive development of society, which in turn affects the security of the country.

Finally, the position of the national economy in the international macroeconomic environment, the development of foreign economic relations and the reliability of the budget and financial system depend on dynamic and sustainable economic growth.

An important condition for maintaining sustainable dynamic growth is macroeconomic stability, so public institutions must identify a complex set of tasks that will ensure it.

The main indicators that affect the macroeconomic stability of the country are:

- Gross value added;
- Gross (net) profit;
- Gross domestic product and its structure;
- Dynamics of the national currency exchange rate;
- Structure and dynamics of internal and external price ratios;
- Allowable share of imports in domestic consumption of the most important consumption segments;
- Allowable values of external debt;
- Quantitative indicators of external debt service;
- Structure (deficit) of the balance of payments in absolute and relative values to the gross domestic product;
- Dynamics of exports and imports, foreign trade turnover;
- Index-deflator of gross domestic product;
- Nominal gross domestic product;
- Volume and structure of investments by sources of financing and the sphere of the national economy;
- Volumes of production of goods and services in general and by large industry segments;
- Volumes of foreign economic activity;
- The amount of unpaid tax payments on the scale of the shadow economy;
- Assessment of the scale of the shadow component of the national economy;
- Overall profitability of business entities;
- Volume of created and introduced innovations;

- Total income and expenditures;
- Minimum social guarantees, etc.

In order to support and increase macroeconomic growth indicators that affect the development of the national economy in today's conditions it is necessary:

- Develop tactical and strategic objectives of anti-inflation policy;
- Improve fiscal, budgetary, monetary and customs policy;
- To continue the process of digitalization in the economic sphere of the country;
- To develop the economic mechanism in the country.

National economic security is strongly influenced by the degree of development of the economic mechanism and its ability to ensure dynamic and sustainable economic growth, to support priority or progressive structural and functional transformations in the macro environment.

The economic complex must always be ready to function and adapt to unpredictable processes, phenomena and actions in the international macroeconomic environment and to adopt modern (new) management methods that will support and develop the national economy.

In our country, for the period 2014-2020, an economic mechanism was formed, which operates under the influence of the interaction of natural forces of the market environment and institutional regulation of the national economy. Nor can it be said that the modern economic mechanism in the country has reached its perfection, because the development of society puts forward new socio-economic priorities. It should be noted that the existing ways of interaction of business entities, relevant institutions of state, regional and local levels, social movement and support of Western partners, managed to overcome the severe crisis of 2014-2015 without significant social shocks.

Thus, state institutions, expressing the socio-economic interests of society as a whole, are obliged to act reasonably, quickly, flexibly and taking into account the strategic feature to maintain an effective balance of economic security as a condition for stable dynamic development of the national economy.

Table 2 provides synthetic information on the number of large, medium and small enterprises in the structure of the national economy for the period 2012-2018.

The number of small business entities has been dynamically increasing over the past seven

years, which is a positive signal of the development of the business environment in the country, which also contributes to the economic security of the national economy.

**Table 2**

The number of subjects of large, medium and small enterprises in the structure of the national economy

Industrial sector	Years	Total, units	Including:					
			Subjects of large business		Subjects of medium business		Subjects of small businesses	
			Units	%	Units	%	Units	%
1	2	3	4	5	6	7	8	9
National economy	2012	1600127	698	0,04	20551	1,28	1578878	98,7
	2013	1722070	659	0,04	19210	1,12	1702201	98,8
	2014	1932161	497	0,03	16618	0,86	1915046	99,1
	2015	1974318	423	0,02	15510	0,79	1958385	99,2
	2016	1865530	383	0,02	15113	0,81	1850034	99,2
	2017	1805059	399	0,02	15254	0,85	1789406	99,1
	2018	1839593	446	0,02	16476	0,90	1822671	99,1

*(Source: formed by the author based on data from the State Statistics Service of Ukraine)*

Therefore, the optimal ratio of large, medium and small businesses is one of the strategic objectives of institutional regulation, supporting small businesses.

Government institutions must closely monitor large businesses in order to comply with antitrust laws.

An important and effective segment of the national economic mechanism is the budget and financial system, because of its scale, branching and degree of coherence, depends on the effectiveness of mobilization and distribution of financial resources nationwide, as well as through interaction in international financial and monetary markets.

## Conclusions

The studied configuration of economic security of the national economy in the context of globalization should take into account and reliably control destabilizing factors of political, military, institutional, economic, financial, environmental and social orientation that affect the development of economic mechanisms in the country and overall socio-economic potential.

Under the influence of globalization and the development of the international digital economy, the restructuring of the system of international economic relations and radicalization in the international space, it is difficult to establish the reality and the degree of threat of the relevant factors. A study of the configuration of economic security of the national economy in the context of globalization has shown that security criterion and their multivariate need comprehensive monitoring, diagnosis and evaluation in order to develop an effective mechanism for regulating national economic security in Ukraine.

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## **THEORETICAL PRINCIPLES OF PROFESSIONAL DEVELOPMENT OF A TEACHER**

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### **Abstract**

The article defines the essence of professional development, theoretical principles, and features of professional development of a teacher. The stages of professional development of a teacher, conditions, and factors that contribute to or hinder the productivity of this process are characterized.

**Keywords:** teacher, professional development, stages, stages, management, educational institution.

### **Problem statement**

Under modern conditions, considerable attention of scientists and society, in general, is a focus on the problem of developing the professionalism of teachers, due to the growing demand for quality education. Professional development of a teacher is one of the stages of professional development, and its driving force is resolving contradictions in the personal and professional path of the teacher. And here it is important to identify the conditions and factors of professional development of the teacher that will contribute to the productivity of this process.

Analysis of recent research and publications shows that professional development (A. Derkach, E. Klimov, N. Kuzmin, A. Markov, I. Mitin, and others) is of considerable interest to researchers. The personal and professional development of a teacher is the subject of scientific

interests of such researchers as S. Vasylieva, O. Grechanyk, V. Hryhorash, V. Hrynyova, O. Popova, O. Temchenko, T. Khlebnikova, and others. The managerial aspect of this problem was considered in the works of O. Grechanyk, V. Hryhorash, T. Kutsenko, O. Marmaz, T. Khlebnikov, R. Chernovol-Tkachenko and others. However, the issue of common and different, productive and unproductive in the process of professional development of a teacher, the theoretical foundations of managing this process remains unresolved.

**The purpose of the article** to determine the features and stages of professional development of a teacher, conditions, and factors that contributes to the productivity of his professional development.

### **The main material**

The concept of “formation” in modern psychological and pedagogical literature is understood as the initial stage of personal development, in our case it is the teacher. It is known that the process of development consists of many acts of formation, because this phenomenon, once formed, does not preclude the emergence within each act of new elements, parties, components, which actually causes the transition from stage to stage. Formation reflects a phenomenon that does not yet exist but begins to appear, to form.

The professional development of a teacher has common mechanisms with the professional development of any other specialist. At the same time, it has the distinctive features of becoming a professional in the system “Man – Man” and, finally, the features inherent in the professional development of the teacher.

Researcher L. Mitina came to the conclusion that the professional development of a teacher can be represented in two ways: by the scheme of the process (as a temporary sequence of steps, periods, stages) and by the structure of activity (as a set of its methods and means temporary and target determination). The researcher considers ... professional development of a teacher and as growth, formation, integration, and realization in pedagogical work of professionally significant personal qualities and abilities, professional knowledge, and skills, but the main thing is active qualitative transformation by the teacher of the internal world. ”

Modern scientists consider the solution of contradictions between the real and the ideal, the “loss of self” and “finding the self”, the rejection of outdated methods of educational activities, and the search for modern technologies, methods, techniques of teaching, education and

development, personality, etc. [4].

Theoretical means of professional development of a teacher are the following:

- ✓ Professional and personal development (professionalization and socialization) are mutually conditioned and interact with each other;
- ✓ Professional involvement of teachers will take place in several stages, which replace each other;
- ✓ The main structural components of pedagogical work are the peculiarity of the teacher, the peculiarities of his communication and activity;
- ✓ Features of the formation of professionals taught its structural components, objective situation, age, and occupational crises.

Thus, W. Gordon distinguishes two types of formation:

- 1) The formation of a new subject (phenomenon);
- 2) The formation of an object or phenomenon, which was preceded by the existence of a mass of similar objects, phenomena of the same kind.

The professional development of a teacher, most likely, can be attributed to the second type of formation, as the development of the human psyche corresponds to the basic psychological principles: the principle of development, determinism, and the principle of unity of consciousness and activity. Based on these principles, some of the authors identify certain stages in professional development, which gradually change and cause the emergence of the next. For example, foreign scientists follow different approaches to the stages of professional development. For example, D. Super, tracing the stages of a person's professional path, studied the development of needs, abilities, and aptitudes of the individual. R. Haywighurst (Table 1) traced the finding of attitudes and work skills.

**Stages of professional development by definition of foreign researchers**

Age	D. Super	R. Hawighurst
0	1. Growth stage	1. Identification with the employee
5		
10		2. Acquisition of basic labor skills and the formation of diligence
15	2. Research stage	3. Acquisition of a specific professional identity
25	3. Career strengthening stage	4. Becoming a professional
40		5. Work for the benefit of society
45		
65	5. The stage of decline	6. Reflections on the productive period of professional activity
70 and older		

We agree with the point of view of domestic researchers who believe that the individual and the professional development throughout life and the presence of such stages as “preservation”, “decline”, “reflection” (after 45 years) suggests stagnation, about possible fear of professional growth after the specified age, which may be a consequence of unresolved contradictions, professional deformations. It is difficult to imagine a successful teacher who, before retiring, without developing, “retains” what he has achieved before. Even after 70 years, not only personal but also professional development is possible, if the subject of activity is not only active but also creative, responsible for his own life, actively engaged in intellectual activity learns, learns foreign languages, memorizes a significant volume of texts, including phone numbers, dates of birth of friends/colleagues/acquaintances, develops mechanical and associative memory, etc.

Interesting is the opinion of E. Klimov, who identifies the following phases of the life of a professional: optant, adept, adapter, intern, skill, authority, mentoring, retiring, according to the scientist, a person can again put himself in the place of the optant, i.e. before her also there may

be a problem of professional choice. Yes, the teacher may be faced with a choice: either stay to teach, or retire, or change the usual activity to another.

A. Derkach identifies other stages of becoming a professional: the formation of intentions (developing a person's attitude to the profession); professional education; professional adaptation; finding integrity (it has two stages: the stage of a stably functioning specialist, the stage of a specialist innovator).

The precondition of formation is one or another real process (or the result of this process), which acts as a necessary or favorable condition for the emergence of this phenomenon [3]. A prerequisite for becoming a professional can be considered personal development because, in relation to the first, the second in time is basic, basic. Thus, A. Markova calls the process of professional development professionalization, which, according to her, is one of the aspects of socialization of the individual [2]. It is in the process of socialization that the preconditions necessary for professional activity in the personal sphere are formed: orientation, motives, attitudes, skills, abilities, styles of communication, and activity.

Later in the ontogenesis at each stage of the professional path, there is a certain way of interpenetration and interaction of personality and professional activity. The result of these processes M. Vargamyán considers, on the one hand, the formation of personal structures that ensure effective professional activity, on the other hand, the personality seems to fill the norms of professional activity [1].

According to B. Ananyev, the development of the subject of activity in adulthood is determined by the change of the main activities, primarily professional. The researcher defines the structure of professional activity as the ratio of such components of social activity as cognition, communication, and work.

A. Markova, L. Mitina the main components of the system of professional development of teachers are the activities, communication, and the actual personality of the teacher [4, 5, 6].

As a rule, communication, features of its construction will depend on the individuality of the person, on ways of its interaction with the environment, on a kind and specificity of activity. The peculiarity of the relationship, the interaction of these three components allows us to trace both the process of becoming a professional and the development of personality.

The formation of a professional takes place over time and is carried out throughout life under the influence of factors that accelerate, slow down or delay development [2]. That is why the

factors are a significant moment in the process of formation. They do not precede and do not occur in parallel, but act in it [3]. In an adult, the leading activity is work. It affects the personality. Naturally, pedagogical activity leaves an imprint on the professional development of the teacher. The success of this process can be significantly influenced by the organizational culture of a particular educational institution: the peculiarities of the attitude to teaching, children, colleagues, traditions and customs, rituals in the team, the system of values, and so on.

Also, in combination with work, age and education have a productive influence on the individual. In general, the education of working teachers is the same, although there are probably differences between graduates of pedagogical institutions, pedagogical schools, and classical institutions of higher education. In addition, as we know, the Law of Ukraine “On Complete General Secondary Education” allows to hire a person without special pedagogical education and provides that this employee under the guidance of a mentor in the workplace (namely in general secondary education) will be able to master pedagogical activity at a level that enables its independent further work.

Age as a factor influencing the professional development of a teacher is of special interest to us. Most scientists believe that age crises will play a significant role in the development of a professional's personality, solving which the professional will be able to move to a new round of the spiral the stage of formation, level of development, and so on. In other words, professional development is impossible without personal change. It is the difficulties in professional activities, which are based on uncertainty in various areas: operational (incompetence, lack of experience), motivational (low motivation), meaningful (loss or lack of prospects) provide professional development of the specialist, including teachers. By changing, the personality develops.

Personality changes occur under the influence of time, circumstances, and certain events in human life. In the period of any stage of professional development, it is important for the teacher to evaluate his achievements in professional activities, his capabilities, in other words, the existing self-concept at that time. Professional self-concept consists of self-awareness, self-knowledge, self-attitude, self-regulation, self-control, and self-image [5].

Formation of the teacher's professional identity, change of his self-concept, increase of the level of professionalism is possible due to internal contradictions. Thus, L. Mitina and O. Kuzmenkova consider the main reason for the teacher's intrapersonal contradictions to be the dissonance between the teacher's assessment of their personal qualities and ways of activity,

behavior, and communication (“I-acting”) and the expected assessment of others (“I-reflected”). There is also the view that the inner development of the individual is related to a person’s ability to produce and change attitudes toward themselves [4].

Age-related crises, which are most often associated with life events in adulthood, can play a significant role in a teacher’s professional development. Thus, resolving the contradictions of the age crisis between the “I-real” and the “I-ideal” will help to resolve the contradictions between the “I-real professional” and the “I-ideal professional”.

This contradiction can have both a destructive and a constructive solution. As a result of a constructive solution to the crisis, a person enters a new stage of professional development, using their competencies at a higher level, in a different perspective. This happens in the same way as each epoch carries with it a denial of the previous one, bringing something new to all spheres of life. In this case, the individual becomes a professional or approaches him [3].

If the crisis has dragged on for any reason, or the person refuses to act, that is, to be a full-fledged subject of his life path, then she may remain at the same stage of professional development, “walking in a circle”, which, as a rule, will be associated with the emergence of emotional exhaustion or chronic fatigue syndrome, personality stagnation.

But another option is possible when the personality returns to the previous level, that is, the option is not stagnation, but regression.

The constructive path means that the subject’s awareness of his professional incompetence contributes to an increase in his motivation to obtain professional knowledge, skills, and skills that are lacking. A destructive consequence can lead to a feeling of self-doubt, psychological discomfort, increased anxiety, which interferes with further professional training. Thus, the transition to the next stage of professional development is impossible without realizing what you are not a professional in and overcoming the identified shortcomings.

The professional development of a teacher cannot be considered without taking into account the peculiarities of the environment. The environment has two flavors: general and replacement. The related environment of professional development of a teacher can be attributed to the same for all the economic situation of the country, the characteristic features of sowing, time, interaction, the culture of communication, which have developed in his professional environment.

The individual path of development of each teacher, features of his family environment, life, communication, and professional activity can be raised to an excellent environment. All this will

definitely affect the professional activity of the teacher, his professional development. Thus, in some environments, there may be far fewer factors and conditions that contribute to the productive professional development of the teacher.

The productive formation of the self-concept of a professional requires a successful interaction of the genetic potential of the individual and his environment. As a result of natural preconditions and socialization, a person acquires the knowledge and skills necessary for successful professional development, such as the following:

- ✓ Gnostic (ability to analyze the situation, subjects, and objects of activity);
- ✓ Design (ability to adequately represent existing causal and functional relationships);
- ✓ Constructive (ability to build and adjust the system of behavioral, activity strategies);
- ✓ Reflexive (adequately analyze the results of activities);
- ✓ Socio-perceptual (ability to choose the appropriate role position, cooperate, act taking into account the individual characteristics of the subjects of interaction).

Acquiring new, necessary knowledge, skills, and abilities, changing his idea of himself, his self-concept, the teacher reaches the highest level of professional development.

### **Conclusions and prospects for further research**

Thus, the peak crises of an adult affect both the personal and professional spheres. During a state of crisis, a person is in search, it is characterized by a state of uncertainty, conflict. By constructively resolving internal contradictions and searches, a person can move on to a new round of his professional development. Resolving the age crisis is always associated with the emergence of mental tumors. It is new growth, a creative approach own activity, desire to develop, a new level of arbitrariness, subjectivity will be the main factors of successful professional development. The consequence of age crises is self-esteem, needs, motives, focus, as a result, on the effectiveness of pedagogical activities. Prospects for future research are associated with determining the content of management activities, which will contribute to the productive professional development of teachers.

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**SELF-EDUCATION AS AN IMPORTANT CONDITION OF TEACHERS  
PROFESSIONAL ACTIVITY**

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**Abstract**

The article considers the issue of professional activity of a teacher, where one of the important conditions is the self-education of a teacher. The leading tasks, aspects of professional self-development of the teacher, his pedagogical skill, improvement of technologies of training of professional skill are defined.

The principles of self-education, basic forms of teacher self-development, levels and components of the creative pedagogical activity, personal motivation, where teacher self-education is the main form of increasing pedagogical competence, which consists of improving knowledge and generalization of pedagogical experience through purposeful self-educational activities.

**Keywords:** self-development, self-education, innovative development of education, pedagogical activity.

**Problem statement**

The current stage of innovative development of education in Ukraine among the priority tasks of state policy determines the requirements for the personality of the future teacher, his professional activity. The basis of the New Paradigm of Education is the creation of favorable conditions for self-realization of each individual, who is capable of self-development and self-education, is able to think critically, use the acquired knowledge and skills for creative problem-solving. Prospects for the development of modern education, the role of teachers in its

modernization are reflected in the Law of Ukraine “On Complete General Secondary Education” (2020), the Concept of the New Ukrainian School (2016), and the National Strategy for Education in Ukraine for 2012-2021, which outlines the main tasks, namely: “ensuring the personal development of man in accordance with his individual inclinations, abilities, needs on the basis of lifelong learning” [5].

Every modern teacher realizes that self-education is a need that protects him from intellectual impoverishment, a conscious process of cognitive activity, it is the improvement of any human traits or skills, it is a constant search, growth, development. The ability to self-education is not formed in the teacher together with a diploma or by a certain order. The ability to self-educate an adult can be developed only in exceptional cases. Motivation, planning, monitoring, and stimulation all this helps the teacher of the educational institution to join the process, and for some, it becomes, even a way of life. Teacher self-education is the main form of increasing pedagogical competence, which consists of improving knowledge and generalization of pedagogical experience through purposeful self-educational activities.

The problem of self-education is multifaceted. Its significance is reflected in the classical pedagogical heritage of prominent scientists (F. Disterweg, J. Comenius, J. Pestalozzi, V. Sukhomlinsky, K. Ushinsky), foreign pedagogical science (I. Gerde, V. Okon, etc.), and in domestic scientific research (V. Buryak, V. Kozakov, etc.).

Issues of professional self-education, in particular, the application of psychological and pedagogical knowledge in self-educational activities, self-education of a teacher as a condition for improving his professional activity were considered by M. Zaborshchikova, B. Zyazin, D. Kazykhanova, I. Naumchenko, and others. In the works of V. Andreev, A. Gromtseva, M. Piskunov, and others the pedagogical bases of the definition of self-education are covered. Issues of professional-pedagogical self-education were considered by I. Barsukov, T. Borisova, I. Naumchenko, O. Prokopova, and others.

Various aspects of a teacher’s professional self-development, his pedagogical skills, improvement of specialist training technologies were studied by V. Vityuk, I. Dereza, O. Dubasenyuk, S. Yelkanov, I. Zyazyun, V. Kan-Kalik, L. Korobka, M. Morozova, O. Ostapchuk, Y. Reva, G. Topchiy and others.

**The purpose of the article** is the definition of teacher self-education, which is the main form of improving pedagogical competence, and consists of improving knowledge and generalization

of pedagogical experience through purposeful self-educational activities.

### **The main material**

The concept of “self-education”, according to S. Goncharenko, is “education that is acquired in the process of independent work without taking a systematic course of study in a stationary educational institution. Self-education is an integral part of systematic training in inpatient facilities, contributing to the deepening, expansion, and stronger acquisition of knowledge. The main means of self-education is the independent study of literature. Sources of self-education are also the media. School plays an important role in the formation of self-education skills”[1].

The Encyclopedia of Education gives the following definition of “self-education”, namely: it is “independent human cognitive activity, which is aimed at achieving certain personally significant educational goals: meeting cultural needs, cognitive interests in any field of activity, professional development, etc.” [3, p.798-799]. Self-education is a condition for the development, self-affirmation, and self-realization of the individual and a component of lifelong learning. The choice of individual trajectory or program of self-education is the prerogative of the individual, so it is regulated personally by the subject of educational activity.

In their judgments, prominent educators, scientists have noted that “self-education” is the development of thinking, which is carried out qualitatively only in the process of continuous improvement of personality. Affirming the tasks, ideas, goals, directions, conditions for the development of self-educational activities, they saw the task of self-educational activities in developing the ability to understand the inner spiritual world of the individual and the ability to understand all pedagogical problems.

V. Sukhomlynskyi emphasized that “a young teacher, unlike young specialists of other professions, cannot be a “beginner” because he has the same students and the same responsibilities as an experienced colleague. From the first days, from the first lessons and extracurricular activities, he is responsible for the education and upbringing of his students.” [8, p. 8]. Vasyl Oleksandrovysh drew attention to the insufficient level of preparation of future teachers to work with parents, conducting extracurricular and extracurricular activities, elaborate on additional literature in preparation for lessons, and advised them to direct self-educational activities. “It can be argued: why should a teacher know what is not taught in the classroom and does not come into direct contact with the material that is studied in high school? In order for the

knowledge of the school program to be the basics for the teacher, the alphabet is his worldview. When his worldview is immeasurably wider than the school curriculum, only then he is a real master, artist, poet of the pedagogical process” said the outstanding teacher [9, p. 450].

L. Sysoyeva notes that “self-education flexibly responds to the demands and demands of society, constantly demanding the growth of professional competence. And here in the first place are self-education and self-education” [6].

The researcher identifies four levels of creative pedagogical activity of the teacher, namely:

- *Reproductive* characterized by the fact that the teacher, working on the basis of his methods, recommendations, experience chooses those that best meet the specific conditions of his work and individual psychological characteristics of students;

- *Innovative* characterized by the fact that the teacher on the basis of analysis of their experience, specific conditions of their pedagogical activities makes adjustments to their work, improves, modernizes some elements of existing recommendations, methods, experience in accordance with new tasks that arise in specific conditions;

- *Design* characterized the teacher’s activity when based on their own experience, self-analysis of their activities and knowledge of psychological and pedagogical characteristics of each student and student body as a whole, the teacher, using existing techniques, recommendations, latest experience, constructs their own solutions to pedagogical problems to their most optimal solution;

- *Innovative* characterized by the fact that the teacher approaches the solution of pedagogical problems on a fundamentally new basis, which are novel, original, and highly effective [7].

V. Kan-Kalik very clearly defined his approach to the essence of pedagogical creativity as a special one, including in it the organic interaction of the teacher’s creative process. “The creative process of a teacher is viewed as an activity aimed at the permanent solution of an innumerable number of educational tasks in changing circumstances, in which the teacher produces and embodies in communication optimal, organic for a given pedagogical individuality, pedagogical decisions mediated by the characteristics of the object - sub 'object of pedagogical influence are not standardized” [4].

The personal motivation of each teacher is important in self-education. “Just as no one can give to another what he does not have himself, so he cannot develop, educate and educate others, who himself is not developed, well-mannered and educated, noted A. Disterweg. He is only able

to educate and educate as long as he himself works on his upbringing”[2]. Self-education of a teacher is the main form of improving professional-pedagogical creative competence, which consists of improving knowledge and generalizing pedagogical experience through purposeful self-educational work.

The real driving force in self-education was the advent of the Internet. A fundamentally new effective form of self-education with the use of computers and Internet technologies was born - Internet self-education. Opportunities for self-education using these technologies are extremely wide, as the Internet provides information from all fields of knowledge and provides an opportunity to get acquainted with educational and other literature in hypermedia, non-verbal communication of interests, have remote access to information resources - virtual libraries, archives, catalogs the largest libraries in the world. The internalization of the educational space has opened up great opportunities for improving the theory and practice of self-education, so mastering the method of searching for information on the Internet is a prerequisite for effective self-education.

Teacher self-education is a set of several "self":

- *Self-assessment* is the ability to assess their capabilities;
- *Self-accounting* is the ability to take into account the presence of their qualities;
- *Self-determination* is the ability to choose their place in life, society, to realize their interests;
- *Self-organization* is the ability to find a source of knowledge and adequate forms of self-education, to plan, organize the workplace and activities;
- *Self-realization* is the realization of the individual's capabilities;
- *Self-critical* is the ability to critically assess the advantages and disadvantages of their own work;
- *Self-control* is the ability to control their activities;
- *Self-development* is the result of self-education.

The main principles of self-education and self-development are continuity, purposefulness, integrativeness, unity of general and professional cultures, interconnection and continuity, accessibility, advanced character, the permanence of transition from lower to higher level, variability, etc., which determines the human need for self-movement for the better, openness to innovation, flexible attitude to external influences, rejection of conservatism and dogmatism.

S. Kostyuk explains the self-development of the individual through “self-movement”, which is characterized by the unity of external and internal conditions. External and internal conditions are interrelated. According to the views of J. Piaget, L. Vygotsky, P. Halperin, the mechanism of such assimilation is internalization, or transformation of external practical actions into internal mental actions, thus forming the ability to operate with objects in images, thoughts, production of new ideas.

Self-development, self-education is an important component of the pedagogical activity, which is defined as a process of qualitative, purposeful conscious change of the personal sphere of the teacher, which ensures the formation of research culture as an element of professional and pedagogical culture. It is an integrative creative process of conscious personal development, which results in the formation of motivational, communicative, value, and activity spheres of the teacher [3, p.801-802].

The main form of self-education is the study of scientific, popular science, educational, fiction and other literature, the press. Self-education also provides the opportunity to use a variety of aids: listening to lectures, reports, concerts, expert consultations, watching plays, movies, TV shows, visiting museums, exhibitions, galleries, various practical activities - experiments, experiments, modeling, and more.

Forms of work in the process of self-education:

- Special educational training (obtaining higher education or second specialty);
- Advanced training (on courses and in the intercourse period);
- Individual self-education through the media; Internet networks; visiting libraries, museums, exhibitions, theaters, excursions; scientific, technical, artistic, sports societies, research, experiments, creative work and tasks, understanding of the latest experience and generalization of personal practice, etc.

From 1980-1990 of the twentieth century in the management of work with teachers began to be considered negative interference of heads of educational institutions in this process. But, as experience shows, self-educational activities need more purposeful management. In many educational institutions of Ukraine, such organizational forms of work with teachers as methodical associations, seminars, pedagogical readings, conferences, consultations, etc. have become traditional. They have gained a variety of experience, but interest in them is declining. Among the reasons is, firstly, the fascination with various forms of organization of work with

teachers, which led to their mechanical recruitment, to weakening the connection between them, which violated the value of all this work and reduced its quality, and secondly, in the above list of forms organization of methodical work with teachers is not one that would provide a system-forming connection and integrity there is no guidance for self-education of teachers.

The system of the self-educational work of the teacher provides current and long-term planning; selection of rational forms and means of assimilation and storage of information; mastering the methods of analysis and ways to summarize their own and collective experience; gradual development of methods of research and experimental activities.

The material collected in the process of self-education should be divided into separate topics and stored in the form of cards, special notebooks, thematic folders, personal pedagogical diaries. Important in the process of self-educational knowledge is the ability to work with literary sources: to draw conclusions, make notes, abstracts, detailed plans, and annotation.

As I. Shcherbyna notes, “the creativity of a teacher is the highest form of active activity of a teacher in the transformation of the pedagogical activity, in the center of which is a student. In this case, pedagogical creativity will take place if the teacher’s educational activity is characterized by such indicators as a systematic rethinking of their activities in understanding scientific theoretical and pedagogical knowledge, creating unique and effective ways to solve professional and creative problems at a particular time of pedagogical activity. If the internal prerequisites of the teacher’s work include the interaction of a number of important mental processes, states and individual psychological properties of his personality (intuition, imagination, conscious and unconscious, persistence, self-criticism, diligence, high language culture), then the components of creativity, worldview, creativity pedagogical technique and culture (thinking and self-awareness), independent professional position. The components of creativity are also semantic elements of the teacher’s personality. And the products of reflection of pedagogical activity in his feelings, consciousness, memory, are the results of creative forces and abilities of the teacher. The components of creativity the teacher receives throughout the professional activity. Through the mental activity, the components of creativity are improved, which is a kind of "integrator", on the basis of which an independent professional position is formed: from professionalism to mastery; from skill to asceticism. Therefore, the conclusion is that with the weak functioning of at least one of the components of creativity, it is not possible to count on the significant success [10].

## Conclusions

Thus, self-education is one of the most important processes of professional development of a teacher. Personality masters a system of professionally important qualities, which includes communicative, motivational, characterological, reflexive, educational, intellectual, psychophysiological properties of man. Teacher self-education is a necessary condition for the professional activity of a teacher, so professional growth can also be called finding one's way, gaining one's own experience. Teachers achieve significant professional results, which prove that students form a thorough system of knowledge, skills, independence, interest in learning and all this contributes to the effectiveness of student learning.

Self-education contributes to the formation of professional skills of teachers is manifested in a high level of professional education, competence, achieving significant results, mastery of innovative educational technologies.

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