

SYSTEM BASIS FOR FORMING THE STRATEGIC PLANNING METHODOLOGY IN THE CONTEXT OF THE INTRODUCTION OF DIGITAL MANAGEMENT TECHNOLOGIES

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Abstract.

Purpose: Definition of the system basis for the formation of strategic planning in the context of the digital transformation of the national economy and public administration.

Methods: System, logical and content analysis, theoretical and empirical foundations of methods and models for coordinating the interests of participants in strategic planning in the conditions of the formation of the digital economy.

Results: The publication presents a description of the basis for the systemic transformation of the overall paradigm for managing strategic development in the digital management environment as a result of assessing changes in the characteristics of the initial management information, the capabilities of computer and communication equipment, the requirements for management personnel, and the format of organizational interactions in the construction of information and analytical management systems.

Discussion: One of the promising directions in the development of strategic planning in the digital economy can be universal digital platforms.

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Keywords: system analysis, digital technologies, development management, methodology of strategic planning.

INTRODUCTION

At present in the general process of reforming the system of public administration in the Russian Federation there are several key vectors. They affect all subjects of the country's socio-economic space regardless of their spatial and functional position, their place in the hierarchy of governance. In our opinion, such "universal" drivers of institutional transformations are the processes of searching for and creating an effective national model of development management in the frame of a digital transformation of the information society. At the same time, many new problems arise in the study of the regularities of the evolution of the content and mechanisms for managing social and economic processes in the context of digitalization of the public landscape.

Nevertheless to date the sufficient experience has been accumulated in the

implementation of the norms and tools of the emerging strategic planning system in the activities of state and municipal government bodies [1, 2, 3, 4], which allows to assume the inevitability of further reform of this management institution. In this regard, studies aimed at summarizing the first results of the formation of a national system of strategic management and developing sound proposals for its transformation are of special importance, including taking into account the new technological prospects associated with digital technologies in management.

METHODOLOGICAL AND INFORMATION BASES OF RESEARCH

The search for a national model of strategic planning (SP) is in the focus of the interests of scientific research of both Russian and foreign scientists [1, 4, 5, 6, 7]. This activity

has been intensified especially since the zero years and not least under the unprecedented onslaught of new technological opportunities provided by digital technologies.

Outstanding specialists in the field of informatics and computer technology, mathematics and mathematical modeling pay special attention to the potential opportunities of the digital economy [6, 8, 9, 10, 11, 12].

The main sources of the actual material for the study were the official data of the Ministry of Economic Development (<http://www.economy.gov.ru>), FIS SP GASU (<http://gasu.gov.ru/stratplanning>), the Russian Federal State Statistics Service (<http://www.gks.ru>), as well as websites of a number of international organizations: UN (<http://www.un.org>), The World Economic Forum (<http://www.weforum.org>), OECD (<http://www.oecd.org>), The World Bank (<http://www.siteresources.worldbank.org>) and a number of others. The processing of information on the subject of the study, as well as the opinions of practitioners and experts was conducted using system analysis methods, semantic, logical and statistical analysis of data.

EXPERIENCE IN APPLYING THE SYSTEM OF STRATEGIC PLANNING IN CONDITIONS OF DIGITAL TECHNOLOGIES: PROBLEMS AND SOLUTIONS

In the course of the research, the author identified the key difference between the current stage of the diffusion of digital technologies and the management of social and economic systems from previously introduced tools and automation systems of organizational activities in the forms of computerization and informatization.

Today we are witnessing the transition to a comprehensive information and technological support for the performance of government functions and processes in the context of the overall digital transformation of the information society. The composition of these functions and processes is expanded and deepened within the framework of a single digital platform for public administration. They qualitatively integrate with managerial and operational tasks.

Analysis of the transformation of the general development management paradigm allows us to note the features of building the information, analytical, software and technological components of automated information systems at the state level. This is due to the change in the following characteristics:

- *initial information* (accumulation of heterogeneous information through the channels of statistical and management reporting, collection and analysis of sociological information, including direct questioning of users on the composition and quality of public services, as well as expert assessments);

- *capabilities of computer and communications equipment* (exponential growth in processing and data transfer rates, the global trend [8, 9, 10], according to Gartner: CAGR of an average speed of general-purpose processor operations is about 23%, and of data traffic volumes - 56%);

- *requirements for management personnel* (the complexity of the objects and processes of management of organizational systems, the increasing uncertainty of the conditions and parameters for making management decisions, the aggravation of global competition for the use of all types of material and intellectual resources fundamentally changes the content and nature of management activity, the volume and complexity of information and analytical work is substantially increasing [13]).

- *format of organizational interactions* (transition to a model for building centers of administrative and analytical competencies; a combination of a process and a functional approaches to the construction of development management structures on the basis of project offices with flexible communication schemes for solving complex management tasks by phases, spheres and levels of strategic planning [14]).

The system basis for the formation of the strategic planning methodology should be based on the principles of the complexity and integrity of building an effective mechanism for the strategic management of socio-economic development. The rationale for the concept and structure of the updated methodology requires the consideration of the state and trends:

- *organizational support of public administration* (transparency of functioning and service orientation of support for interagency and interregional interaction in terms of phases, spheres and levels of social and economic development and ensuring national security);

- *information support for public administration* (integrated data warehouses of federal, regional and municipal levels with a fully functional interface for authorized users of specialized departments of strategic planning in the executive branch);

- *computer support of public administration* (distributed high-performance centers for storage and processing of data, data networks);

- *analytical support of public administration* (methods and technologies of data mining, predicative analytics, artificial intelligence for substantiation and development of management decisions).

In the context of the goals and objectives of the study, the system basis for the formation of the strategic planning methodology in the context of the digital transformation of the economy and management can be defined as the integration of the following concepts:

- *sustainable development* (new metrics of social progress);

- *new public administration* (the main focus on the results of the implementation of the entire range of public policies and programs);

- *network economy / economy of relations* (flexible dynamic technological chains of value creation);

- *e-government* (a transparent mechanism for interaction between government, society and business);

- *Big Data* (the sphere of means and technologies for collecting, accumulating and processing large volumes of heterogeneous information);

- *Data Science* (analytical and algorithmic methods of analysis and processing big data).

DISCUSSION

Thus, characteristics of the Russian socio-economic space allowed defining the conceptual basis for improving the methodology of strategic planning. The system for designing long-term national development plans should be complemented by a mechanism to ensure the balance and consistency of their elements and parameters, taking into account the capabilities of automated public administration systems. Further development of the concept and structure of the strategic planning methodology should outline integration of analytical tools on the basis of complexes of heterogeneous models of analysis and combination of potentials and development priorities of interacting social and economic agents of different levels of management. This implies further development of a unified digital platform for strategic planning in the Russian Federation.

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