

DOI: [10.55643/fcaptive.4.51.2023.4125](https://doi.org/10.55643/fcaptive.4.51.2023.4125)
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Received: 26/07/2023

Accepted: 30/08/2023

Published: 31/08/2023

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# STRATEGIC PLANNING OF TRADE DEVELOPMENT WITHIN THE FRAMEWORK OF ENSURING ECONOMIC SECURITY

## ABSTRACT

The main purpose of the article is to identify the key aspects of strategic planning for the development of trade in the framework of ensuring a high level of security. The object of research is strategic planning of trade development. The scientific task is to present one's own vision of trade development planning through a modern methodological approach by modelling the main stages and processes. The methodology is based on the use of parametric modelling, which brings novelty to the definition of strategic guidelines for planning the economic development of trade. The study offers a modern approach to planning trade development through the presentation of an appropriate methodological approach using modelling tools. The scientific novelty of the results obtained is presented in the form of a methodical approach to the strategic planning of trade development in the system of ensuring a high level of economic security. The practical value of the results obtained is due to the fact that the model can be used in practical activities to ensure the development of socioeconomic systems. Prospects for further research should be devoted to the formation of an operational mechanism for the development of trade in the system of ensuring a high level of economic security.

**Keywords:** strategy, planning, economic development, trade, economic security, modeling

**JEL Classification:** O21, P41, F63

## INTRODUCTION

Security, as a rule, is considered a defining parameter of the economic system, characterizing its ability to create favourable living conditions for the population, support the sustainable development of the economy and market stability, and maintain resistance to internal and external threats. Economic security is a prerequisite for the life and development of a person, society and country. This is an important component of national security, on which the state of security of state power, the sovereignty of the state, its territorial integrity and defence capability, the peace of people, and so on, depend. In conditions of economic instability and in modern market relations, each system needs to survive. This is due to the tough competition in modern commercial activities, which requires the system to constantly improve economic security and competitiveness.

The problem of economic security is key to the existence of any state. The essence of economic security lies in the protection of the national interests of the state, in the readiness and ability of government institutions to create mechanisms for protecting the national economy and to ensure its ability to maintain and restore the process of social reproduction and the socio-political stability of society. In this context, strategic planning for development and ensuring economic security is of particular importance as the basis for stable and efficient trade development.

Strategic planning is a decision-making process that combines internal organizational capabilities with threats and opportunities that are formed under the influence of the internal and external environment of the control object. Strategic planning is aimed at ensuring the competitiveness and efficiency of the management object in the long term in the face of changes in the external and internal environment. Strategic planning for

the development of trade in the economic security system is the process of determining long-term prospects for its development, which are based on the orientation of production activities to consumer needs, flexible response to changes in the external environment and timely changes in the field of regulation, planning, and control of market processes.

The development of theories of international trade takes place in a constant confrontation between two basic principles - liberal (free trade model) and protectionism. Since Adam Smith's justification of the position on the benefits of free trade, there have been constant discussions about the appropriateness and limits of using the principle of free trade. As the world economy develops and becomes structurally more complex, new imperfections in the spontaneous operation of market mechanisms open up. This forces a revision of the foundations of the theory of international trade, during which no unambiguous answer has yet been found to the question of the optimal model for organizing and regulating world trade. We are faced with a sharp confrontation between different conceptual approaches in this area, during which a whole range of views is being formed from extreme liberalism to consistent protectionism, in the middle between which there are different models of partial, selective or temporary protectionism, as a tool to support development planning in the direction desired from the point of view of the economic structure.

An essential aspect of trade policy, in which a significant level of unity of views has been achieved, including both opponents and a significant number of supporters of free trade, is the attitude towards the liberalization of the financial services market. Even proponents of the free trade principle point out that far-sighted and rapid liberalization of the financial services market distorts the positive effects of the introduction of free trade principles, makes the world economy more vulnerable, and, therefore, the rejection of this approach has made it possible to more benefit from an overall freer world trade regime.

The development of theoretical approaches to trade is characterized at the present stage by going beyond the narrow limits of purely economic considerations. An integrated socio-economic approach is spreading more and more, in which an important role belongs to non-economic issues, incl. interrelations of trade on issues of social development planning and environmental protection. All this actualizes the topic of the article and requires the formation of a goal and an object within the framework of the issues raised.

## LITERATURE REVIEW

Scientists Onopriienko et al. (2023) in their research identify the main trends of scientific research and cluster directions of international research on the relationship between adult education, lifelong learning, trade and economic security. Based on scientific research data from the Scopus database using the VOSviewer software, this article analyzed the theoretical foundations for substantiating the temporal and geographical interrelationships of the categorical-conceptual system of such terms as "adult education", "lifelong learning", "trade" and "economic security".

According to Dydiv, (2023); Mirko, (2023) and Kates, (2012), in modern conditions, political factors mostly play a destabilizing role in strengthening economic security in trade planning, as they manifest themselves due to frequent changes of political forces in the management system of the national economy of Ukraine; the lack of heredity in the formation of the economic policy of the state; lobbying of the pro-ruling political party for the interests of certain types of activities, branches of the economy, small or large business, and various regions. Suslenko, Zatonatska, Dluhopolskyi, & Kuznyetsova, (2022) rightly emphasize that the consequence and result of such a process is a lack of political stability, refusal of foreign investors to cooperate, the unfavourable business climate in the country. Scientists note that regulatory and legal factors are designed to create a regulatory field for the financial and economic activities of business entities, and therefore should be characterized by a positive impact on stability and security. However, they also often cause disturbances at the micro level. This is due to the presence of an excessive number of legislative and normative regulatory acts, which creates legal conflicts, duplication, and the possibility of their ambiguous reading.

According to Muntro, (2019), Sylkin, (2019) and Rauter, (2017), considering the fact that the purpose of the functioning of trade as an industry is the maximum satisfaction of consumer needs for high-quality goods and services, the efficiency of economic activity is in direct dependence on the solvency of product buyers. Therefore, economic security within the framework of trade development planning depends on the ability of the state to implement the social function (due to the increase in the standard of living of the population, wages and pensions, and the purchasing power of citizens).

According to Gharaibeh, (2023), Hoi, (2021) and Topalova, (2020) and Ciegis, (2008) today the question of ensuring the appropriate level of economic security is the most acute. This situation is primarily caused by the need for local authorities to fully perform the functions assigned to them by ensuring the revenue part of the budget, a balanced tax policy, maintaining a favourable investment climate, availability of banking products and insurance services, stable operating conditions

and a high standard of living. Ensuring a high level of economic security is a guarantee of stable economic security of the state.

Sylkin, (2020), Ciegis, (2008) and Bekh, (2020) noted that at the present stage of modernization of the management paradigm, the marketing approach to strategic planning of the development of the trade, the essence of which is based on the market concept of management, is considered promising. Territorial marketing is considered a means of management activities to attract investment in the development, and its business structures. It is believed that territorial marketing is a special type of marketing associated not only with purely economic but also with political and social issues, that is, with issues of managing socio-economic development.

Alazzam, Aldou, Salih, (2020), and Shakhathreh, (2023) noted, that the use of marketing tools will contribute to the formation of a favourable climate for attracting investment, and production, and meeting the needs of residents of a certain territory within the framework of security and development. Given this, territorial marketing includes a system of measures aimed at attracting new economic agents to the country and strengthening the image positions of existing industries. Considering the country as a system of markets, we recognize that the market potential determines the competitive position of a particular country in meeting the prospective needs of businesses and the population.

According to Shtangret, (2019), Kryshchanvych, (2023), Krupa, (2022) and Medynska, (2022) a wide range of studies on the market positioning of territories is mainly aimed at expanding the possibilities of using territorial marketing tools to increase the level of effective use and increase the economic potential of territories, increase the competitiveness of producers located in the country and the degree of identification of the population with the territory of residence, attract new enterprises to the country which will help create new jobs.

As Ogirko, (2018), Sokolik, (2022), Bondar, (2023), Pushak, (2022), and Voronov, (2023) note, one of the tools for implementing the marketing planning strategy is territory branding, which consists in forming a certain image of the country, taking into account its competitive advantages. The brand of the territory is formed on the basis of a positive image of the territory, that is, a set of ideas formed under the influence of one's own experience and external information that characterize the specificity of the country and its specific advantages.

In general, there are a number of key gaps in the scientific and practical literature that exist within the framework of the topic of the article (Table 1).

<b>Table 1. The main gaps in the scientific and practical literature that exist within the framework of the topic of the article.</b>	
<b>The main gaps</b>	<b>Characteristics</b>
Lack of a methodical approach	A significant amount of scientific and practical literature does not have a new methodological approach to the development of trade
Focus on the planning system	Most studies do not take into account the process of development planning but represent ready-made decisions
Modelling as a result	Not all scientific and practical sources have in mind the result of the model and the involvement of mathematical tools

Thus, the issues of strategic planning for the development of trade in the framework of ensuring economic security have not been studied enough, but given the importance of strategic planning in the context of the current uncertainty of the external and internal environment, our study is relevant.

## AIMS AND OBJECTIVES

The main purpose of the article is to identify the key aspects of strategic planning for the development of trade in a system to ensure a high level of economic security. The object of the study is a strategic plan for the development of trade. The scientific task is to present one's own vision of trade development planning through a modern methodological approach by modelling the main stages and processes.

## METHODS

In particular, the IDEF1 standard was taken as a basis as a tool for analyzing and studying the relationship of information flows in the framework of strategic planning for economic development. The purpose of such a study is to supplement and structure the available information and ensure high-quality management of information flows within the framework of

strategic planning of economic development. The need for such a reorganization of the information industry usually arises at the initial stage of building a corporate information system, and the IDEF1 methodology makes it possible to clearly identify "black holes" and weaknesses in the existing structure of information flows.

With the help of IDEF1, the available information about various objects in the field of strategic planning of economic development is being studied. Characteristically, the IDEF1 model includes not only automated components, databases, and related information, but also real objects such as employees, offices, and telephones.

## RESULTS

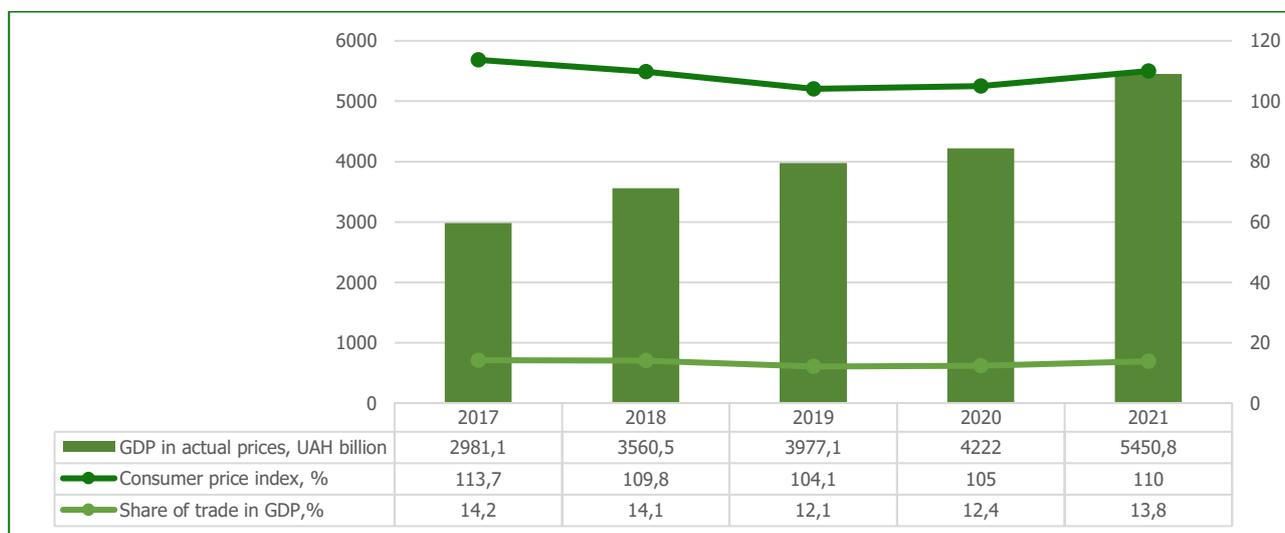
Trade plays a significant role in ensuring the economic security of Ukraine. There are many problems that entail the need for qualitative transformation. After all, a high level of Ukraine's economic security depends on the degree of integration of world relations, and the globalization of mutual relations between countries, which affects the country's position in world indicators and contributes to the stabilization of its development. For its part, world processes lead to the simplification of trade.

None of the countries of the world in the current conditions can exist separately from other countries and be isolated from the factors that exist in the region, country, or world. Countries and national economies cooperate with each other in the industrial, economic, political, cultural, humanitarian, environmental and other fields of activity. To implement these relations, diplomatic relations are established between the countries, strategic plans are formed, and agreements are concluded that regulate certain areas of cooperation. Ensuring the development and creation of conditions for efficient trade strengthens the economic position of the country, positively affects the country's economy, its global image and increases the level of economic security of the state.

Trade is associated with important costs, including those for transportation and trade barriers. To make this decision on the volumes of production, exports and imports, countries compare the costs associated with world trade in a certain way with the increase in the effectiveness of certain activities. All this must be anticipated and planned.

In the modern world, one of the main driving forces for development and preservation is trade, which is a sphere of economic relations and is a combination of external trade in products, services, products of intellectual labour of all countries of the world. Today it accounts for 80% of all international relations. The active participation of a country in trade is associated with its receipt of significant advantages: trade makes it possible to efficiently use the resources available in the country, facilitates access to world achievements in science and technology, reduces the cost of structural transformation, and also allows better satisfaction of the needs of the population, promotes security. One of the important elements for this is strategic planning.

The development of trade in Ukraine depends on a large number of factors. A significant number of indicators influence the change in the level of economic security in Ukraine. In general, the most important indicators in the framework of any state policy on economic security are GDP and the inflation rate (Figure 1).

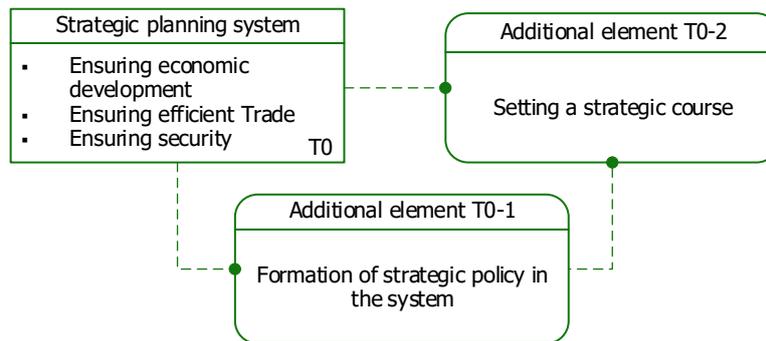


**Figure 1. Dynamics of key indicators within the framework of the development of trade and economic security in Ukraine for the period 2017-2021, unit**

Today, the development of trade occupies a key basic role in the components of the economy. Trade has a great impact on economic security. There is a need to develop a strategy for the development of trade in the regions and the state as a whole. The main factors in the growth of trade are the further evolution of equipment and technology in production, the development of innovation in the transport sector, the rise in investment activity, as well as the different rates of development of states, the use of favourable legislative conditions and the growth in the level of education of the population. But the use of the new benefits of Industry 5.0 is impossible without effective strategic planning. Planning in developing such a strategy plays a fundamental role.

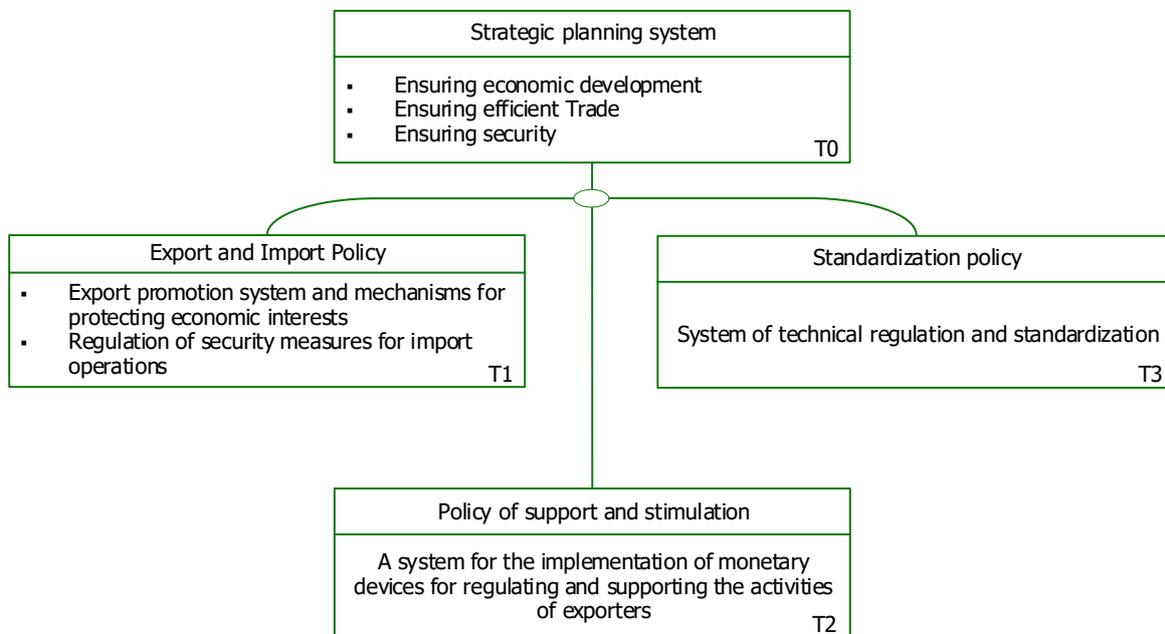
Further, it is necessary to analyze in detail and determine which stages should be included in the planning of trade development in the framework of ensuring economic security. To do this, we use IDEF1 technologies.

It should be noted that first, you need to decide what will be the main block of the model. We will designate it as T0 and detail it within the framework of Figure 2.



**Figure 2. Model of parts and elements T0 (Strategic planning system).**

In Figure 2, we will be detailing the elements of additional character with respect to block T0. Next, blocks T-T3 should be presented. As part of the proposed methodological approach based on the use of IDEF1 technologies, we will present a key model of strategic planning for the economic development of trade in Ukraine (Figure 3).



**Figure 3. Strategic planning model for the development of trade.**

We characterize the key tasks according to the presented IDEF1 model:

Task 1. Export promotion system and mechanisms for protecting economic interests. It is necessary to create a system of institutions aimed at ensuring national commercial interests in the conditions of activity in a globally competitive environment. Almost all leading countries of the world have similar institutional systems.

Task 2. A system for the implementation of monetary devices for regulating and supporting the activities of exporters. It should be noted that in the context of modernizing the state aid system, the importance of the task of introducing mechanisms of state support for export activities through the mechanisms of lending, export insurance, and guaranteeing the participation of Ukrainian exporters in tenders abroad is especially important.

Task 3. System of technical regulation and standardization. The problem of improving national, technical, sanitary, and phytosanitary standards, which together form the so-called technical barriers to trade, is strategically important for the development of domestic exports in accordance with international practice. For example, there is currently no mandatory requirement in Ukrainian food safety legislation for manufacturers to use a risk analysis and apply the so-called critical control point principle applied in the EU. Therefore, the full harmonization of the system of standards and norms of technical regulation with the relevant requirements of EU legislation, and especially the improvement of food safety standards, will contribute to the realization of the export potential of the domestic industry (Figure 4).

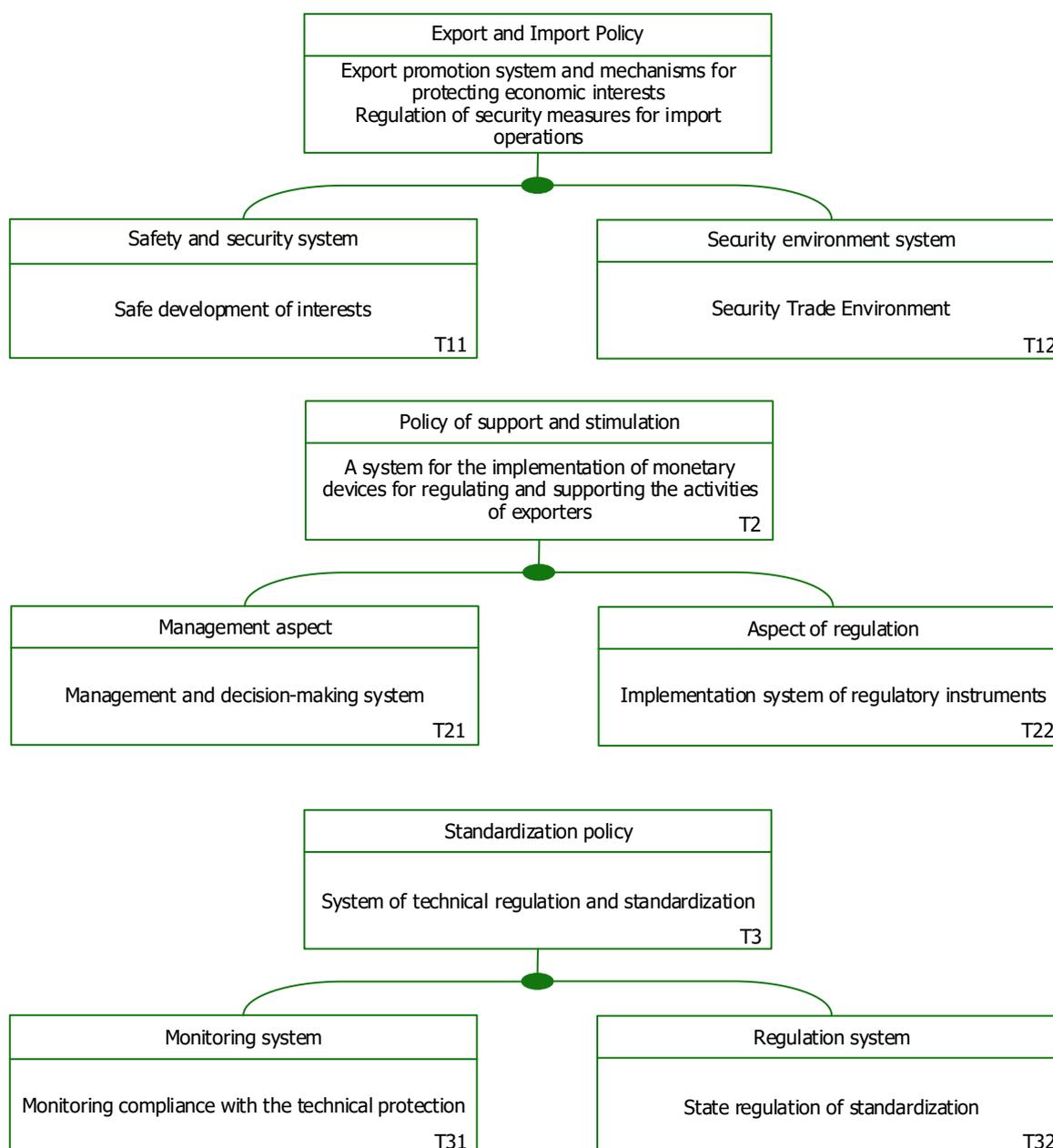


Figure 4. The model of elements of the T1-T3.

Today, within the framework of the development of trade, the targets for the development of markets for food industry products are a further increase in the volume of food production. To meet growing demand, food producers must improve production methods and increase efficiency. In addition, the greening of production is important: the preservation of the

environment and the prevention of environmental damage from the conduct of production activities. A separate important issue is to ensure the safety of consumption by improving the quality of food products, and compliance with the current norms of the State Standards of Technical Conditions. We also note that the production potential plays a significant role in the formation and use of the market potential, providing the markets with the necessary goods, manufacturers should focus on the growing demand for certain types of products, take into account changes in consumer preferences and vectors of foreign trade activities of Ukrainian enterprises, activity in certain types of industrial activities, thereby determining the scale of production of a particular type of product.

## DISCUSSION

Note that common features mean those theses with which we agree and hypotheses that we support. So, we agree that the key to the development of trade should be an effective system of planning, primarily strategic. We also agree that the leading place in the development of trade is occupied by economic security. At the same time, we accept the fact that without a high level of economic security, it is impossible to obtain a high socio-economic effect from trade.

We agree with the views of Sylkin (2020) and Kryshchanovych (2022) regarding the current application of the IDEF family of tools in the framework of economic security. The key difference of our study is the approach to determining activities in the framework of trade planning, based on the use of IDEF1 technologies. In our opinion, the planning process should be presented as step-by-step activities, which should be depicted in an appropriate graphical way for the understanding of a wide range of people. Discussing our results, we consider it necessary to note the presence of a number of weaknesses in the study, which should be corrected in future studies. For example, in the future, each block should be detailed within the framework of the existing model.

We agree with the thesis of Shtangret (2021) that trade is an important component of global economic security that affects the economic development of countries, ensures the expansion of markets for goods and services, increases the competitiveness of national producers and ensures the availability of resources for the economy. However, international trade can also have a negative impact on individual sectors of the economy and can create inequalities between countries. In light of growing globalization and integration of economies, regulation is becoming an increasingly complex and important task for states and international organizations in the framework of ensuring economic security. At the same time, it is an important tool for ensuring the stability and development of the global economy and improving the living standards of the population.

Therefore, there should be a significant intensification of the fight against shadow import activities, including the creation of a system for monitoring imported products for compliance with consumer safety standards; introduction of electronic declaration of imports, which facilitates the accounting and control of operations; application of modern market analysis systems, incl. based on the development of interaction with the customs and other regulatory authorities of the partner countries (including the use of methods of mirror customs statistics); the maximum possible unification of the conditions for import taxation, with the gradual abolition of import exemptions that are not critically necessary; improvement of the methodology for determining the customs value based on the most modern methods adopted in international practice.

Discussing our results, it should be noted that they have both similarities and differences from others. Like other scientists, we agree that any economic development is impossible without a systematic and strategic approach. Also, like most researchers, we see the process of strategic planning through the prism of a mechanism or an appropriate model. However, here there is a difference between the results obtained, namely, in our methodological approach.

## CONCLUSIONS

An appropriate level of economic security is achieved through the implementation of a unified state policy in the field of market relations, supported by a system of coordinated measures that are adequate to internal and external threats. Without such a policy, it is impossible to get out of the crisis, make the levers of managing the economic situation work, and create effective mechanisms for economic protection in the context of strategic planning.

We note that, in our opinion, the practical value of the results obtained is due to the fact that the model of the mechanism can be used in the practical activities of government structures, in particular, in the context of planning measures for the economic development of socio-economic systems. In addition, as in any other scientific study, we have a number of limitations.

We note that, in our opinion, the practical value of the results obtained is due to the fact that the model of the mechanism can be used in the practical activities of economic development of socio-economic systems. In addition, like any other scientific research, we have a number of limitations. The study is limited by not taking into account the tactical and operational aspects of economic development planning. Prospects for further research should be devoted to the formation of an operational mechanism for the economic development of trade in the system of ensuring a high level of security. In our opinion, the emphasis should be on the estimated economic development in the region and its trading capacity. This should be the subject of further research.

## ADDITIONAL INFORMATION

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**Writing – original draft:** Lidiia Bondarenko, Halyna Leskiv, Oksana Kyrychenko, Pavlo Skotnyy, Valerii Harbusiuk

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## **СТРАТЕГІЧНЕ ПЛАНУВАННЯ РОЗВИТКУ ТОРГІВЛІ В РАМКАХ ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ**

Основною метою дослідження є визначення ключових аспектів стратегічного планування розвитку торгівлі в рамках забезпечення високого рівня безпеки. Об'єктом дослідження є стратегічне планування розвитку торгівлі. Науковим завданням є через сучасний методичний підхід представити власне бачення планування розвитку торгівлі шляхом моделювання основних етапів і процесів. Методологія ґрунтується на застосуванні параметричного моделювання, яке додає новизни до визначення стратегічних орієнтирів для планування економічного розвитку торгівлі. У дослідженні запропоновано сучасний підхід до планування розвитку торгівлі через представлення відповідного методичного підходу за допомогою інструментів моделювання. Наукова новизна отриманих результатів представлена у вигляді методичного підходу щодо стратегічного планування розвитку торгівлі в системі забезпечення високого рівня економічної безпеки. Практична цінність отриманих результатів зумовлена тим, що модель може бути використана в практичній діяльності забезпечення розвитку для соціально-економічних систем. Перспективи подальших досліджень – формування оперативного механізму розвитку торгівлі в системі забезпечення високого рівня економічної безпеки.

**Ключові слова:** стратегія, планування, економічний розвиток, торгівля, економічна безпека, моделювання

**JEL Класифікація:** O21, P41, F63