

TOOLS FOR THE DEVELOPMENT AND IMPLEMENTATION OF STATE ECONOMIC POLICY IN THE CONDITIONS OF DIGITAL TRANSFORMATION

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Abstract. Approaches to the implementation of state economic policy on the basis of a platform model, which provides for technological (a flexible system of information exchange between all stakeholders of state economic policy based on digital technologies is organized) and organizational (the state has the opportunity to bring its measures to regulate the national economy to individual sub-entities of entrepreneurship and form economic associations aimed at achieving the goals of state economic policy) a component that differs from the previously existing goals of creating conditions for the effective use of state and private resources through their flexible optimal combination and platform infrastructure tools for the interaction of stakeholders of state economic policy, have been developed. The purpose of this article is to research and improve tools for the development and implementation of state economic policy in the conditions of digital transformation. During the writing of the article, a wide range of economic and management research methods was used. The research is based on the use of general scientific dialectical methodology, methods of system and institutional analysis, analysis and synthesis, methods of evaluating the effectiveness of complex systems, program-target management and planning, strategizing and programming, tools of the resource approach, methods of forecasting and modeling, induction and deduction, economic statistical and expert methods, etc. The set of functions of the digital platform of the state economic policy has been improved in terms of service and regulatory components, namely: regulatory and legal support of activities (informational and advisory support for the organization's activities and automated control over compliance with the norms of current legislation); assistance in the selection of the optimal counterparty (information and consulting support for the selection of the optimal partner, taking into account the needs of the organization and the possibility of building production chains for the benefit of the state); provision of tools for building interaction between counterparties (service support for cooperation between companies and the possibility of "gently pushing" a business to make decisions that are beneficial for it, but at the same time correspond to the interests of the state); provision of tools for the coordination of interests (a digital platform for the coordination of the interests of various stakeholders and automated control of the implementation of decisions made as a result of coordination); preparation of recommendations for the formation of economic policy (taking into account the interests of various players and automated control over the fulfillment of economic policy requirements).

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Introduction. The role of the state in the economy is currently undergoing a deep transformation due to technological, organizational, social and economic changes taking place.

The state ceases to be functional, i.e. focused on the performance of its own tasks, and becomes service-oriented, i.e. it provides various services to the population and business entities. In essence, this means returning to the original role of the state as a provider of those services, the provision of which by private structures or individual citizens is economically inefficient, difficult from an organizational point of view, or threatens with undesirable social consequences. This leads to a revision of the relationship between the state and society in general (and economic agents in particular). In this situation, the state does not use the population, organizations and business to achieve its goals, but creates conditions for the most effective functioning and interaction in society and the economy. In particular, this implies a high level of responsibility of the state to society and business for the fulfillment of the duties assumed by the state.

Literature review. State policy, in particular, conducted in the economic sphere, is a complex, complex phenomenon. Many scientists are engaged in its analysis and systematic study, identification of forms and methods of its implementation, search for ways to increase its effectiveness, including in conditions of technological (in particular, digital), demographic, social and other transformations, including: Bell D., Galbraith J. K., Kleiner, G.B., Lane, D., Robinson, J.A., Williamson, O.I., Hayek, F.A. etc.

Aims. The purpose of this article is to research and improve tools for the development and implementation of state economic policy in the conditions of digital transformation.

Methods. During the writing of the article, a wide range of economic and management research methods was used. The research is based on the use of general scientific dialectical methodology, methods of system and institutional analysis, analysis and synthesis, methods of evaluating the effectiveness of complex systems, program-target management and planning, strategizing and programming, tools of the resource approach, methods of forecasting and modeling, induction and deduction, economic statistical and expert methods, etc.

Results. Currently, the national economy is forming a complex, interconnected ecosystem consisting of the state, economic agents (both commercial and non-commercial organizations), elite groups and society, while, importantly, such a system lacks a clearly defined dominant player. Of course, the state has more resources than other players, but in a number of situations it becomes only "first among equals". Most often, individual leading companies or elite groups can insist on priority observance of their interests. An example of such an eco-system at the micro level (more precisely, at the regional level) are clusters, which are a complex interweaving of organizations and groups without a clear vertical authority [1, 2].

We believe that such ecosystems are now emerging at the national level as well. We will repeat again that, although the state has vertical power, it does not permeate all spheres of the functioning of society and the economy. At the same time, the role

of other stakeholders of state policy is growing, and they also expect that this vertical of power will not be used exclusively to serve state interests, but to meet the needs of stakeholders. It can be argued that the state vertical of management is no longer the only vertical of power in the modern world, while at the same time the number and role of horizontal connections is growing sharply. It is this variety of connections that determines both the sharp growth of connectivity and the transformation of models of interaction between stakeholders of state economic policy.

It is obvious that the main historically formed models of the formation and implementation of state economic policy (conductor model, under which the state directly manages the economy, and liberal model, under which the state is limited to creating the rules of the game and incentives) are inadequate to modern conditions. The dirigiste model predicts an excessive strengthening of the role of the state (and inevitably, at the same time, inefficient use of resources for the content of the control apparatus), while the liberal approach, on the contrary, does not meet the expectations of society from the service state, nor the growth of the potential of technological and organizational tools.

We can state that the state is currently facing the problem of transition to a new technological (and at the same time - social and economic) system. In other words, it is about finding a new role of the state and a new model of its functioning (and, if we talk about problems of a more private nature, about a new approach to the formation and implementation of state economic policy), which corresponds to the conditions of the new technological order (TO). The entire global economic system is undergoing transformation, and it is obvious that the model of state functioning must also be transformed. It is interesting to note that under the conditions of the new TO, the authorities have a strong temptation to use innovative technological tools not to improve the efficiency of the national economy, but to achieve their own goals of the state (state apparatus, bureaucracy). On the one hand, modern technologies that make any interactions between business entities transparent allow full control over the economy. However, this control is still mainly fiscal in nature. The state seeks to increase tax revenues (and thereby increase its resource base) by bringing out of the shadows those transactions on which information was unavailable in the pre-digital era (or obtaining it was associated with too high costs). Formally, we are talking about compliance with the law - however, firstly, the withdrawal of money from the economy, as we indicated earlier, reduces the investment potential of businesses and the purchasing power of households (which leads to the limitation of economic growth), and, secondly, the state receives additional financial resources are not always used transparently.

This use of digital technologies may seem like a type of conductor's approach, but it is not so - it is about strengthening fiscal control over the economy, and not about improving the quality of its management (in other words, the state uses new tools in a limited way, only to strengthen control over the activities of business entities, and not for regulation of the national economy as a whole). A partial justification for such behavior of the state may be that it, being interested in its own efficiency, primarily implements those measures related to the use of technological innovations that will

bring the maximum economic effect in the short term. The implementation of digital technologies of tax control allows to obtain such an effect. It is important that the transformation of the state is not limited to this, but also leads to the use of new technologies in the sphere of formation and implementation of state economic policy. We believe that the state in the new TO should go through the same transformation that the firm went through, which turned from a tightly managed one that fully controls the production resources used in its economic activity and is opposed to its external environment from a market player to a platform or ecosystem (the platform itself and ecosystems are considered forms of organization that correspond to the new TO).

Our thesis can be developed further. As shown in one of the studies [3], each technological system is characterized by its own form of functioning of the economic organization. It would hardly be a mistake to claim that each TU also corresponds to its own form of state functioning (as a specific type of organization). A natural conclusion follows from this that the state should move from a vertical hierarchical structure that organizes the activities of the national economy to achieve national interests (that is, from a structure that meaningfully corresponds to a firm that coordinates its supply chain - this is exactly the model of economic organization that was characteristic of the previous TO) , to a platform (or, perhaps, to an ecosystem) that ensures effective interaction of the main stakeholders of state policy (including economic ones). It is the organization of such a platform (ecosystem), creation of rules for its activity, and control over the behavior of interacting entities that should be the goal of state economic policy.

Such a platform in no way contradicts the trend implemented by the state to increase the transparency of economic activity - on the contrary, it is the switch to platform interaction between stakeholders of state economic policy that will lead to greater transparency. At the same time, the use of new technological and organizational tools will not be limited to fiscal functions but will cover all spheres of interaction of economic agents, which, on the one hand, will allow the state to effectively regulate the national economy, and on the other hand, will enable business entities to actively involve the state in solving their tasks.

In a certain sense, it will be possible to talk about a new model of public-private partnership (PPP) - more flexible and effective. This platform will provide a technological and information infrastructure for the flexible formation of PPPs for various projects, and such partnerships can be bilateral (that is, take both the form of attracting private resources to solve public tasks, as is the case in the existing PPP model, and the form of attracting public resources to satisfy needs of commercial structures - for example, access to information, promotion in export markets, etc.). It will be a kind of virtual public-private partnership (similar to virtual enterprises, well-known in the business and consumer spheres), created to solve specific tasks (corresponding to the pronounced trend towards virtualization of business entities). Our proposed platform will be able to organize the flow of such PPPs.

Thanks to new technological tools, the state will be able to cooperate even with small business entities (which can create a powerful incentive for the development of private business), while small companies will gain access to state resources (state

procurement, export promotion, state-owned technological developments, legal support). What is very important, it will be possible to make business support flexible and punctual (which will, of course, require appropriate changes to the legislation). This will be a kind of inversion of the electronic fiscal system - the state will not only collect money from business entities, but also distribute support measures among them (based on detailed analysis of information about the activities of these entities, which will be available thanks to electronic control systems).

This approach involves both technological and organizational restructuring of the model of state regulation of the economy. From a technological point of view, a flexible system of information exchange between all stakeholders of the state economic policy based on digital technologies will be organized. The state thereby gets the opportunity to influence both business entities (both individually and certain groups of them) and their relationships.

As for the organizational component, the state has the opportunity to bring its measures to regulate the national economy to individual business entities and form business associations aimed at achieving the goals of state economic policy. Such a platform creates the basis for the functioning of the national economy as a whole.

The platform model assumes state ownership of all production assets - it is designed to increase the efficiency of the market economy, in which there is private ownership of the cost of production, free market and competition. It does not set directive goals and plans the activities of each enterprise - control is retained by the owners and the management appointed by them. Regulation by the state is supplemented by self-regulation of companies, their mutual coordination.

After all, in the platform model, a separate enterprise is not exclusively an object of management - it is an independent participant in joint actions to implement the tasks of state economic policy. This, in particular, is achieved thanks to developed two-way communication (including with the help of electronic government), thanks to which individual organizations can influence both the content of state economic policy and the choice of tools for its implementation.

The platform is designed to increase the effectiveness of the interaction of the stakeholders of the state economic policy with each other and to give the state a tool for flexible regulation of the national economy and coordination of the activities of business entities. The role of such a platform is to offer economic activity participants services for coordinating their efforts to achieve common goals within the framework of state policy (it is the provision of such services that is the essence of the platform's activity).

This is a further development of the service state concept (note that in this case the approach to understanding the essence of taxes, which acquire, at least partially, the role of payment for coordination services, fundamentally changes). At the same time, as already mentioned, the platform model, thanks to the use of innovative digital technologies, can, if necessary, ensure a high level of control over the national economy.

However, the possibility of control over the economy by the state in a normal situation (in the absence of emergency situations, etc.) is leveled, firstly, by the

availability of freedom of management decisions in enterprises and organizations, and secondly, by the possibility of market players to influence the formation of state economic policy at the expense of the mechanism feedback, and, thirdly, the absence of the state's desire to increase its transaction costs with the help of a complete switching of the management of the economy.

A platform approach to regulation of the national economy has not yet been implemented in any country in the world. Nevertheless, its individual elements are already presented in a number of states, including Ukraine (such as, for example, electronic platforms for public procurement, electronic systems of administrative services).

Projects for the development of technological platforms have a certain similarity with our concept [4] - however, they still rather continue the conductor approach (building powerful companies and industries in areas critical to national security and the national economy) than reflect a platform approach to managing the national economy. Nevertheless, at least part of these technological platforms can be used as an infrastructure base for the state platform economic policy.

Private businesses have gone much further in creating platforms, but these platforms obviously serve the commercial interests of their owners. The state could, on the one hand, taking into account the experience of already implemented separate electronic and network tools for regulating the national economy, and on the other - relying on the models of private platforms' functioning, create a state platform (ecosystem) to support the national economy.

Discussion. The tasks of the digital platform of state economic policy, in our opinion, can be divided into two blocks: service and regulatory (which, of course, are closely related to each other) (Table 1).

Within the framework of the service block, the state provides participants in economic activity with various services designed to increase their efficiency. The regulatory block is aimed at ensuring that economic entities meet the requirements of current legislation and the goals of state economic policy.

The tasks of the state economic policy platform (note that this list is not exhaustive, we named only those functions whose presence on the platform is of primary importance) are as follows:

- regulatory and legal support of the activities of business entities (including assistance in the implementation of the norms of current legislation). Ideally, for each company, its legal profile can be formed (systematized analysis of its needs for regulatory and legal support with recommendations for their satisfaction). This support is both informational and advisory (providing the necessary information for legal support of activities), and technological (automated control over the company's compliance with the norms of current legislation with the possibility of their enforcement based on regulatory technologies);

- assistance in selecting the optimal counterparty, taking into account the specific needs of a particular enterprise (the role of a counterparty can be a supplier, consumer, bank, executive authority responsible for regulating one or another sphere of activity, etc.). This function includes providing information about potential counterparties. If

necessary (for example, when there is a need to strengthen state control over the economy), this function can be used to forcibly build production chains in favor of ensuring national security. The presence of this function shows that the settings of the platform of state regulation of the economy can be different for different economic and political situations. If it is necessary to transfer the national economy to military lines or introduce an emergency situation, such a platform can be used to mobilize enterprises. It will be possible to talk about a kind of "information requisition" of companies or their assets - formally remaining in private ownership, they will come under the full control of the state, which will be ensured with the help of regulatory technologies;

- provision of tools for building interaction between counterparties (consultative assistance, recommendations for building an optimal production chain, if necessary - logistics, legal and payment infrastructure; external contractors may be involved for relevant functions).

Table 1. The structure of functions of the digital platform of the state economic policy

Function	Service component	Regulatory component
Regulatory and legal support of activities	Informational and consulting support for the organization's activities	Automated monitoring of compliance with applicable legislation
Assistance in the selection of the optimal counterparty	Informational and consulting support for choosing the optimal partner, taking into account the needs of the organization	The possibility of building production chains for the benefit of the state
Provision of tools for building interaction between counterparties	Service support of cooperation between companies	The possibility of "gently pushing" a business to make decisions that are beneficial for it, but at the same time correspond to the interests of the state
Provision of tools for coordination of interests	A digital platform for coordinating the interests of various stakeholders	Automated control of the execution of decisions made as a result of approval
Preparation of recommendations on the formation of economic policy	Taking into account the interests of different players	Automated control over the fulfillment of economic policy requirements

Source: developed by author

In particular, a system of "smart contracts" based on blockchain technology can be implemented on this platform, which will ensure that economic participants comply with their contractual obligations. "Smart contracts" in this case provide a double guarantee of the integrity of enterprises: with the help of blockchain technology and due to the fact that the platform itself is managed by the state as a guarantor of legality. This function can be a gentle "pushing" of a business to make decisions beneficial to it, which would simultaneously contribute to the achievement of state goals. Processing information about the behavior of business entities with the help of big data and artificial intelligence will allow to identify the market profiles of companies and, based on them, to recommend for each company those options for the behavior of companies

that, meeting the interests of business, will contribute to the achievement of the goals of the state economic policy. We believe that it is due to such gentle "pushing" that business will be integrated into the achievement of the goals of the state economic policy at the national, regional, local and industry levels.

Conclusions. Thus, based on the results of the above considerations, the following conclusions can be drawn:

- the transition to a new technological system requires a corresponding transformation of the state as a whole and the tools for the formation and implementation of the state economic policy so that it corresponds to the changed social, economic and technological conditions;

- currently, the implementation of digital tools in the state administration is connected with the performance of service (administrative services) or control and supervision (taxation, social rating) functions. We believe that the potential of digital technologies should be used as control over the economy, but also its regulation;

- as a tool for the implementation of state economic policy, we offer a suitable platform that will make the interaction between the state, business entities and society more effective. Platforms (and ecosystems) are the form of organization that corresponds to the new technological order;

- this platform should provide access to the entire infrastructure necessary for the organization of economic interactions;

- the platform can provide different levels of control over the national economy by the state. Under normal conditions, it may be about coordinating the activities of economic entities. Although this goal is not a priority, this platform can be used for "information mobilization" of the national economy in case of emergencies. The use of the platform will make it possible to adjust the interaction of companies in such a way that they will be aimed at the implementation of the tasks of the state economic policy;

- despite the fact that the implementation of such a platform is associated with significant costs (for the formation of the appropriate infrastructure and ensuring its operation and security), serves as a source of new risks (primarily due to cyber threats) and may cause fears on the part of society and market players regarding excessively strict control over the national economy, it is still necessary to implement it. Otherwise, the toolkit for implementing and implementing state economic policy will be much less effective in our country due to technological backwardness.

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