

Окончание

Приоритеты развития	Ведущие субъекты	Локализация	Основные конкурентные преимущества
Развитие и использование потенциала культурно-туристических зон региона	Развитие предпринимательства в сфере осуществления турагентской и туроператорской деятельности, экскурсионного обслуживания. Развитие и использование потенциала Гомельско-Ветковской, Жлобинской, Чечерской, Полесско-Туровской культурно-туристических зон	Культурно-туристические зоны и особые территории Гомельской области	Низкая потребность в инвестиционных ресурсах развития. Использование уникальных характеристик региона как объекта туристической деятельности. Возможность использования существующей развитой туристической инфраструктуры

Примечание. Разработано автором.

Таким образом, промышленность, особенно кластеры в сфере сельскохозяйственного машиностроения, металлургии и нефтепереработки, играют ведущую роль в развитии региона. Использование местных ресурсов, таких как калийная соль, бурый уголь и древесина, является важным фактором обеспечения устойчивого развития. Развитие перерабатывающей промышленности, включая молочную и мясную, позволяет повысить добавленную стоимость сельскохозяйственной продукции. Поддержка малого и среднего бизнеса в сфере деловых услуг и туризма может способствовать диверсификации экономики региона.

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CREATING THE WORKFORCE OF THE FUTURE FOR DEVELOPMENT OF INDUSTRIAL ECONOMIC SYSTEMS

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This paper analyzes strategies and tactics for developing industrial and economic systems under digital, environmental, and structural challenges. It proposes an integrated framework combining competitiveness, sustainability, and inclusiveness. Key pillars include technology adoption, workforce development, resilient supply chains, and decarbonization. The study highlights the importance of aligning strategic vision with tactical implementation to achieve sustainable and resilient economic growth.

Keywords: industrial development, economic systems, strategy, sustainability, innovation, digital transformation, human capital, resilience.

The strategy focuses on advancing industrial and economic systems through infrastructure development, workforce enhancement, and innovation adoption. First, investing in infrastructure involves assessing current systems, identifying modernization needs, and increasing funding for critical areas like transport and energy. For example, fostering public-private partnerships can streamline project execution and incorporating smart technologies can improve efficiency.

Navigating the future: integrated strategies for industrial & economic development

This article addresses the critical interplay between long-term economic strategy and operational industrial tactics. In an era of geopolitical shifts, digital transformation, and the green transition, nations and corporations must align macro-level goals with micro-level execution to achieve sustainable and resilient growth.

The traditional model of development, focused solely on GDP growth, is no longer sufficient. A modern strategy must be a multi-objective framework balancing Competitiveness, Sustainability, and Inclusivity. The central challenge lies in translating this high-level strategy into actionable tactics across key industrial pillars.

5 step-guide to shape the future of global industrial strategies:

1. Building resilience and sustainability into industrial supply chains [1]. Building stability and resilience into the world economic system requires a closer look at the functioning of the global supply chains that underpin the modern industrial landscape. Globalization has allowed every country or region to share in the value chain to some extent, using their strengths and competitive advantages.

However, recent crises have highlighted the need to balance efficiency with some degree of local or regional flexibility. We help member states build domestic production capacity. It has strengthened our bilateral and regional partnerships with suppliers and markets. However, we need more cooperation with the private sector to ensure fairness, resilience and sustainability throughout entire supply chains. We must ensure that producers in developing countries get a fair deal and that scarce resources are preserved. We need to create a buffer against the next disruptive event, whatever it may be.

2. Enabling technology adoption, transfer and diffusion. While some disruptions are destructive, others can bring extraordinary opportunities. We are in the midst of the Fourth Industrial Revolution. Advanced digital technologies are completely changing how goods are manufactured, how people work and even how we consume products.

Real-time monitoring, connected devices and machine learning are turning the factory floor into a self-optimizing system, continuously improving efficiency and productivity. This is not happening everywhere though, with smaller firms and those primarily serving domestic markets, especially in the least developed countries, being left behind.

3. Creating the workforce of the future. These technological advances will not replace human skills, but they will change the mix of skills required by manufacturers. In fact, insufficient skills development is cited as one of the biggest obstacles to firm performance across multiple regions and sizes.

There are many ways to approach this issue, from improving links between employers and training providers to expanding on-the-job training and broadening the demographic base of the manufacturing workforce. Human capital continues to underpin industrial productivity, and manufacturing continues to be a source of well-paid, rewarding work.

4. Expediting decarbonization and advancing climate action. Resilience also depends on environmental sustainability and avoiding the worst impacts of climate change. A green industrial strategy is critical in addressing climate change by decoupling economic growth from carbon-intensive activities. UNIDO works with member states to explore technological solutions for reducing emissions and facilitating investment in sustainable energy and infrastructure.

5. Integrating sustainability as a core business goal. At the heart of the Global Agenda 2030 is the imperative of ensuring the well-being and prosperity of all. This implies that businesses should think beyond shareholders and ensure they consider the needs of all stakeholders – including local communities, customers, workers and future generations.

This implies a range of improvements to current practices. These include the use of technology to boost worker safety and well-being, as well as exploring new forms of business ownership and governance. Governments too have a role to play in ensuring that industrial policy incentivizes responsible practices in sourcing, production and waste management.

Tactical implementation & Measurement

The success of any strategy is measured by its outcomes. The following chart visualizes the performance of two hypothetical national strategies against core objectives, demonstrating the trade-offs and focus of different strategic approaches.

If the above tactics and strategies were well implemented the outcome will be below in Fig. 1.



Fig. 1. Performance Analysis of development strategies
Source. Self-developed.

Strategy *A* (Blue Line): Tech-First = Strong on competition, weak on environment and inclusion.

Trades sustainability and inclusivity for higher competitiveness.

Strategy *B* (Green Line): Green-First = Strong on environment and inclusion, good on resilience, weaker on competition.

Trades some competitiveness for better sustainability and social outcomes

A successful development model requires a closed-loop system. Grand strategy sets the direction, which is broken down into strategic pillars. Concrete tactical actions within industry are then implemented, with their results measured by robust KPIs. This data feeds back to inform and refine the strategy, creating a cycle of continuous, adaptive improvement essential for thriving in the 21st century.

The below chart focus on strategies and tactics for developing industrial and economics systems analysis of current economic conditions, identification of growth drivers (Fig. 2), integration of technological advancements, and policy measure



Fig. 2. Growth drivers

The bar chart on the left highlights three core economic indicators: GDP growth, productivity, and investment – showing how strategic approaches tend to produce higher and more sustainable impacts compared to purely tactical or short-term actions:

1. GDP Growth ($\approx 2.5\%$) reflects the macroeconomic effect of well-aligned strategies that stimulate industrial expansion, export competitiveness, and innovation ecosystems.

2. Productivity ($\approx 3.5\%$) demonstrates that strategic investment in technology, skills, and digital transformation yields the strongest long-term gains.

3. Investment ($\approx 2.1\%$) shows the tangible outcomes of both private and public capital responding to stable strategic direction and tactical incentives.

On the right side, the flow diagram – *Strategy* → *Tactics* → *Results* – visualizes the logic of industrial development. It shows that effective strategy defines *where* an economy aims to go (e. g., technological advancement, diversification, sustainability), while tactics define *how* it will get there (e. g., subsidies, training programs, infrastructure projects).

This relationship underscores that strategy provides direction, tactics provide motion, and results provide validation. Sustainable development occurs only when these three elements operate in alignment.

In summary, the image encapsulates a key principle for policymakers and industry leaders: strategic vision must guide tactical action to ensure measurable, resilient, and inclusive industrial growth. The balance between vision and execution determines the long-term success of an economic system.

This integrated strategy cannot succeed without a foundational element: a deep and unwavering commitment to quality education. Education is the critical enabler that transforms strategic vision into tangible results.

Reference

1. URL: <https://www.weforum.org/stories/2023/01/davos23-future-of-global-industrial-strategy/#:~:text=This%20implies%20a%20range%20of,synergies%20and%20new%20ways%20forward.>

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ПОВЫШЕНИЕ КОНКУРЕНТОСПОСОБНОСТИ ПРОДУКЦИИ КАК ФАКТОР СТРАТЕГИЧЕСКОГО РАЗВИТИЯ ПРОИЗВОДСТВЕННЫХ ПРЕДПРИЯТИЙ

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Обозначено значение повышения уровня конкурентоспособности продукции как стратегического направления развития производственных предприятий. Рассмотрено применение различных методик оценки конкурентоспособности продукции. Показано, что для объективной и более точной оценки рекомендуется применять метод на основе теории качества продукции с использованием экспертной оценки.

Ключевые слова: конкурентоспособность, качество, номенклатура показателей качества, методы оценки.

В многочисленных научных исследованиях, посвященных вопросам конкурентоспособности, отмечается, что достижение высокого уровня конкурентоспособности продукции для большинства хозяйствующих субъектов является перспективной социально-экономической и стратегической целью развития предприятий. В совре-