

'Besides' view on the strategic plans for the socio-economic development of the Russian Federation in terms of the international competitiveness

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ORIGINAL ARTICLE

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Abstract. The target-setting and strategic planning play an important role in the strategic development of any socio-economic system. In this regard, to achieve the national development goals of the Russian Federation for the period up to 2030 and for 2036, it is necessary to consider the strategic plan for their achievement. It contains in the Unified Plan for Achieving the National Development Goals of the Russian Federation up to 2030 and for 2036, approved by the Government of the Russian Federation. To analyse the Unified Plan for achieving the national development goals of the Russian Federation, we implement the tool of the 'visual system' of strategic management in terms of increasing the country's international competitiveness. The purpose of the research is to use the 'view' tools in addition to the 'visual system' of strategic thinking of strategic management entrepreneurship theory to analyse strategic plans for the socio-economic development of the Russian Federation in terms of the increasing the country's international competitiveness. The scientific novelty of the results obtained concerns with a new interpretation of the view of the 'besides visual system' of strategic thinking. We expanded those in terms of assessment the planned strategic development of a managed system by its environment. This concept exists at strategic management theory and concerns with an assessment of the ratio of 'pros' and 'cons' that indirectly arise during the implementation of the strategic development of the managed system, and country international competitiveness. The practical significance of the results obtained is the application of the 'besides' view of the 'visual system' of strategic thinking both in the formation of national development strategies and in assessment results of the implementation of these strategies in terms of the international competitiveness.

Keywords: strategic plan; socio-economic development of the Russian Federation; international competitiveness; strategic thinking

JEL codes: D24, E24, J24, O47

DOI: 10.52957/2782-1927-2026-7-1-65-78

For citation: Alexey V. Tebekin. (2026). 'Besides' view on the strategic plans for the socio-economic development of the Russian Federation in terms of the international competitiveness. *Journal of regional and international competitiveness*, 7(1), 65.

Introduction

The target-setting and strategic planning play an important role in the strategic development of any socio-economic system. In this regard, to achieve the national development goals of the Russian Federation for the period up to 2030 and for 2036, it is necessary to consider the strategic plan for their achievement. It contains in the Unified Plan for Achieving the National Development Goals of the Russian Federation up to 2030 and for 2036, approved by the Government of the Russian Federation¹.

To analyse a Unified plan for achieving the national development goals of the Russian Federation, we implement the tool of the 'visual system' of strategic management [9] (Fig.1), through the prism of increasing the level of country international competitiveness. Its modified is presented in Fig.2 [18].

¹ Garant. (2026). *The Unified plan for achieving the national development Goals of the Russian Federation until 2030 and 2036 (approved by the Government of the Russian Federation)*. Source: <https://www.garant.ru/products/ipo/prime/doc/411156963/> (accessed on 01.02.2026).

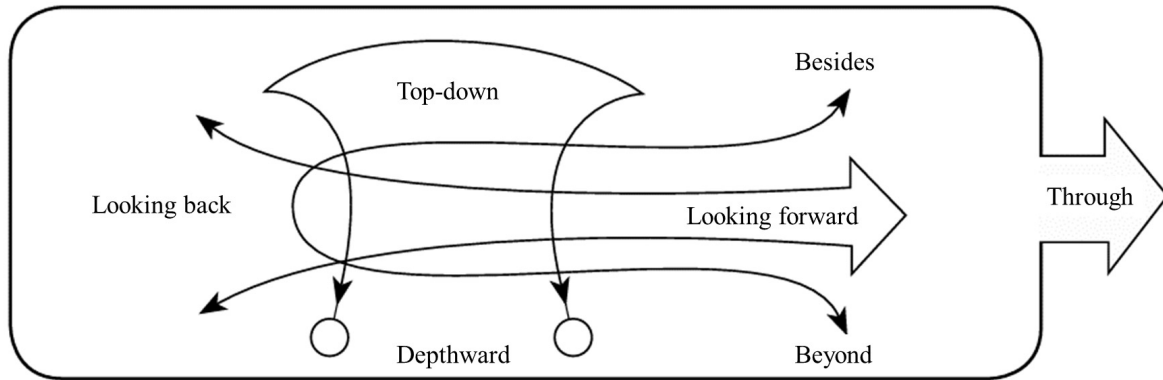


Figure 1. The model of the 'visual system' as a tool of strategic thinking, formulated by J. Nasi within the framework of strategic management entrepreneurship theory

Source: Author

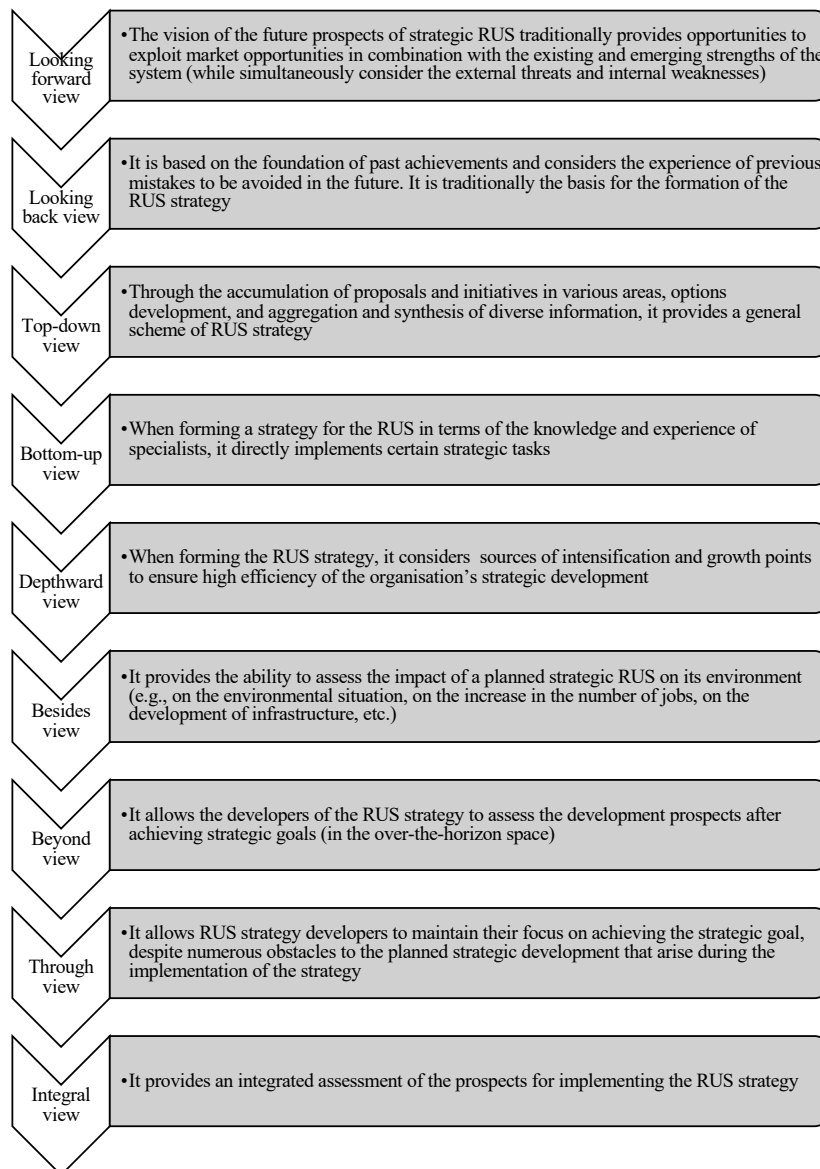


Figure 2. The 'visual system' modified by the author as a tool of strategic thinking, formulated by J. Nasi, within the framework within the framework of strategic management entrepreneurship theory, complemented by the 'bottom-up' and the 'integral' views

Source: Author

The purpose of the research is the integration of the 'view' tool into the 'visual system' of strategic thinking of the School of Entrepreneurship of strategic management to analyse strategic plans for the socio-economic development of the Russian Federation through increasing the country's international competitiveness.

The methodological basis of the research consists of:

- scientific works to develop the provisions by J. Schumpeter [11]. They are as follows: Bennis W., Namus B. [1], Drucker P. [3], Collins J., Porras J. [2], Land E. [5], McClelland D. [6], Mintzberg G., Waters J. [8], Palich L., Bagby R. [10], Stacy R. [12], Westley F., Mntzberg G. [14], Harbison F., Myers K. [4], etc. They are collected in 'Strategic Safari' by Ahlstrand B., Lampel J. and Mintsberg G. [16];

- scientific papers describing the classical model of the 'visual system' of scientific entrepreneurial, and strategic management [7,9,16];

- author's works on the 'visual system' of strategic management education in modern business conditions [15-17], etc.

Main part

The presented research is a logical continuation of the author's research on the tools of the 'visual system' of strategic thinking in the entrepreneurship of strategic management, including:

- looking back view;
- looking forward view;
- top-down view;
- bottom-up view;
- integral view;
- proactive view [15-17].

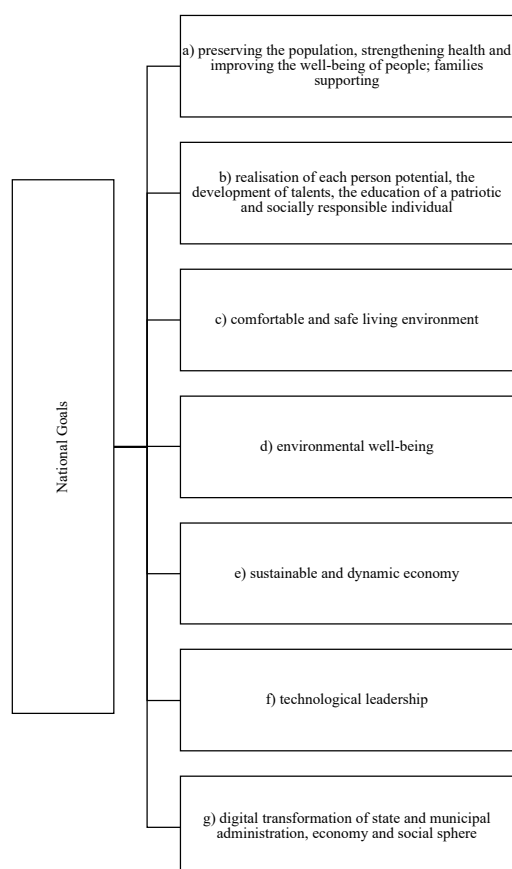


Figure 3. The National Development Goals of the Russian Federation for the period up to 2030 and for 2036

Source: Decree of the President of the Russian Federation on 07.05.2024 No. 309²

² Decree of the President of the Russian Federation on 07.05.2024 No. 309. «On the national Development Goals of the Russian Federation for the period up to 2030 and for 2036». Source: <http://publication.pravo.gov.ru/document/0001202405070015> (accessed

The 'besides' view is a significant component of the 'visual system' as a tool for strategic thinking (Fig.1). It helps to analyse additional effects (both positive – the emerging potential for further development, and negative – 'side effects') of the implementation of any strategic plans. This research focuses on considering strategic plans for the socio-economic development of the Russian Federation until 2030 and for 2036³. Indeed, its goals are defined by Decree of the President of the Russian Federation on 07.05.2024 No. 309⁴ (Fig. 3).

The analogies were drawn between the content of the National Development Goals of the Russian Federation for the period up to 2030 and for 2036 (Fig. 3) and the directions of international research of countries and regions (Fig.4).

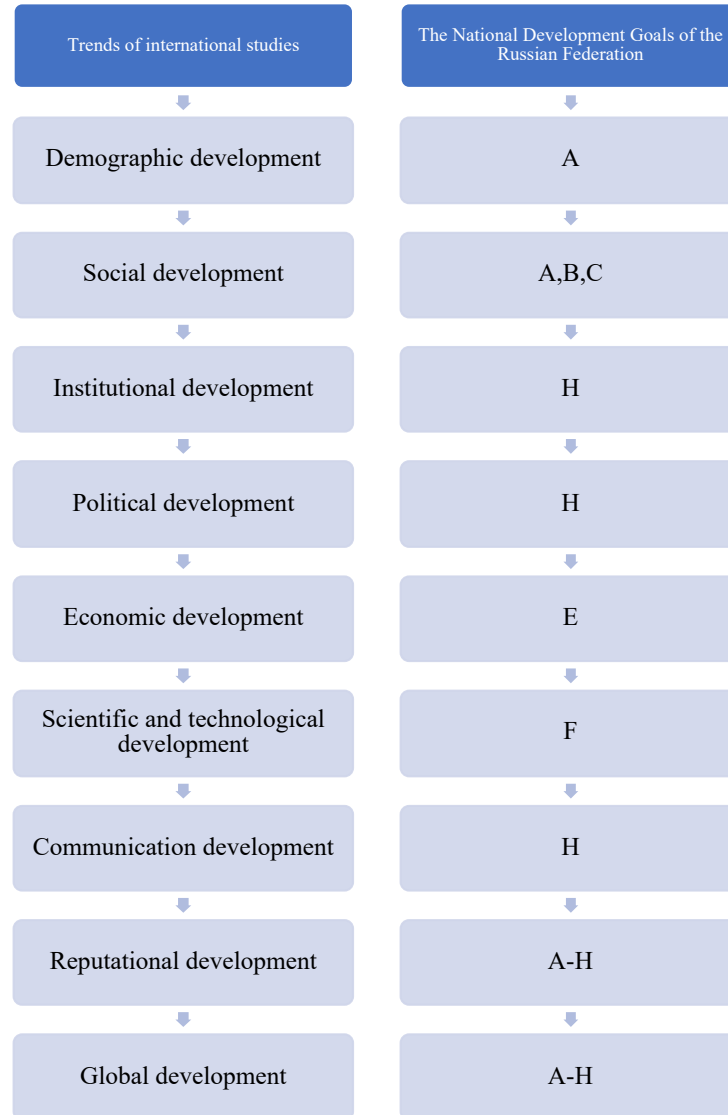


Figure 4. An analogy between the content of the National Development Goals of the Russian Federation for the period up to 2030 and for 2036 and international research of countries and regions

Source: Author

The research shows the possibility to have both direct and indirect analogies. According to the previous studies [17], to assess the quality of the implementation of the Unified plan to achieve the national development

on 10.02.2026).

³ Garant. (2026). *The Unified plan for achieving the national development Goals of the Russian Federation until 2030 and 2036 (approved by the Government of the Russian Federation)*. Source: <https://www.garant.ru/products/ipo/prime/doc/411156963/> (accessed on 01.02.2026).

⁴ Decree of the President of the Russian Federation on 07.05.2024 No. 309. «On the national Development Goals of the Russian Federation for the period up to 2030 and for 2036». Source: <http://publication.pravo.gov.ru/document/0001202405070015> (accessed on 10.02.2026).

goals of the Russian Federation until 2030 and for 2036, there is a need to compare the development processes with other objects (international competitive comparison). Indeed, those Goals determine the dynamics of approximation to the final indicators of achieving national goals, and timely compare development indicators of an object under control. Indirect analogies with development processes allows us to implement such a strategic thinking tool as the 'besides' view.

Assessment results on development indicators of the Russian Federation in international research of countries and regions by international institutions⁵ are presented in Tables 1-9.

Table 1 – UN assessment of the Russian Federation indicators on demographic development on the results of international studies

№	Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia (U=[N-R+1]/N)
1	Ranking of countries in the world by population	9	237	0.966
2	Ranking of countries by population growth rate	207	237	0.130
3	Ranking of countries by population density	220	237	0.076
4	Ranking of countries by urbanization	60	195	0.697
	The final average rating			0.467

Source: *Studies of countries and regions, 2026*⁶

Table 2 – An assessment of the Russian Federation indicators on social development on the results of international studies

Assessment Group	Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia (U1=[N-R+1]/N), or U2= R/N
Standard and quality of life	Ranking of the countries by level of the Human Development Index (according to the UN)	64	193	0.674
	Ranking of the countries by prosperity (according to the Legatum Institute)	77	167	0.545
	Ranking of the countries by level of social progress (according to the Social Progress Imperative)	77	170	0.594
	Ranking of the countries by quality of life (according to the Economist Intelligence Unit)	105	111	0.063
	Ranking of the countries by social sustainability (according to the Sustainable Society Foundation)	53	154	0.662

⁵ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

⁶ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Assessment Group	Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia (U1=[N-R+1]/N), or U2= R/N
	Ranking of the countries by human capital development (according to the World Bank)	41	174	0.770
	Ranking of the countries by level of happiness (according to the United Nations)	66	147	0.557
	Ranking of the countries by level of happiness (according to the Hot or Cool Institute)	122	147	0.176
	Ranking of the countries by the Index of quality of life of the elderly (according to HelpAge International)	65	96	0.333
	Ranking of the countries by Life Satisfaction Index (according to Adrian White)	167	178	0.067
The level of public relations	Ranking of the countries by the Elite Quality Index (according to the version of the Universitat St. Gallen)	103	151	0.324
	Ranking of the countries by the Charity Index (according to Charities Aid Foundation)	35	142	0.760
	Ranking of the countries by gender inequality (according to the United Nations)	43	166	0.746
Standard and quality of education	Ranking of the countries by level of education (according to the United Nations Development Program)	34	193	0.829
	Ranking of national higher education systems (according to Universitas 21)	35	50	0.320
	Ranking of the countries by expenditure on education (according to the World Bank)	104	203	0.492
Health level and quality of healthcare	Ranking of the countries by life expectancy (according to UN)	139	237	0.417
	Ranking of the countries by healthy life expectancy (according to the World Health Organization)	103	183	0.442
	Ranking of the countries by infant mortality rate (according to the UN)	48	237	0.843

Assessment Group	Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia (U1=[N-R+1]/N), or U2= R/N
	Ranking of the countries by quality of death level (according to the Economist Intelligence Unit and Lien Foundation)	48	80	0.412
	Ranking of the countries by alcohol (according to the World Health Organization)	27	189	0.142
	Ranking of the countries by expenditure on healthcare systems (according to the World Health Organization)	81	190	0.578
The level of public safety	Ranking by the number of prisoners (according to the Institute for Research on Crime and Justice Policy)	34	220	0.154
	Ranking of the countries by the level of intentional homicides (according to the United Nations)	53	199	0.266
	Ranking of the countries by commitment the suicides (according to the World Health Organization)	12	184	0.065
	Ranking of the countries by food security (according to the Economist Intelligence Unit)	43	113	0.628
Standard and quality of environment	Ranking of the countries by an environmental efficiency (according to the Centre for Environmental Policy and Law)	83	180	0.544
The final average rating				0.459

Source: *Studies of countries and regions, 2026*⁷

Table 3 – An assessment of the Russian Federation indicators on institutional development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia (U1=[N-R+1]/N), or U2= R/N
Ranking of the countries by the quality of public administration (according to the World Bank)	138	193	0.290
Ranking of the countries by the level of insolvency (according to the Fund for Peace)	49	179	0.273

⁷ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2= R/N$
Ranking of the countries by the Rule of Law Index (according to the World Justice Project)	114	142	0.204
Ranking of the countries by Corruption Perception Index (according to Transparency International)	154	180	0.150
Ranking of the countries by the Anti-Money Laundering Index (according to the Basel Institute of Management)	Not in the rating	164	-
Ranking of the countries by property rights protection (according to the International Property Rights Alliance)	103	125	0.184
Ranking of the countries by the level of financial secrecy (according to the Tax Justice Network)	43	141	0.702
Ranking of the countries by Corporate Tax Havens (according to the Tax Justice Network)	Not in the rating	70	-
The final average rating			0.300

Source: *Studies of countries and regions, 2026*⁸

Table 4 – An assessment of the Russian Federation indicators on political development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2= R/N$
Ranking of the countries by Human Freedom Index (according to the Cato Institute)	139	165	0.163
Ranking of the countries by quality the level of democracy (according to the Economist Intelligence Unit)	151	167	0.101
Ranking of the countries by political and civil liberties (according to Freedom House)	181	209	0.138
Ranking of the countries by Index of Democracy Development in transition (according to Freedom House)	27	29	0.103
Ranking of the countries by Peace Index (according to Vision of Humanity)	156	163	0.049

⁸ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by the level of terrorism (according to the Institute of Economics and Peace)	16	163	0.098
The final average rating			0.108

Source: *Studies of countries and regions, 2026*⁹

Table 5 – An assessment of the Russian Federation indicators on economic development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by GDP (according to the World Bank)	11	214	0.953
Ranking of the countries by national income per capita (according to the World Bank)	76	207	0.637
Ranking of the countries by the level of military spending (according to the Stockholm – International Peace Research Institute)	3	167	0.976
Ranking of the countries by employment (according to the International Labour Organisation)	77	187	0.593
Ranking of the countries by unemployment (according to the International Labour Organisation)	142	187	0.759
Ranking of the countries by business conditions (according to the World Bank)	28	190	0.857
Ranking of the countries by human capital development (according to the World Bank)	41	174	0.770
Ranking of the countries by global competitiveness (according to the International Institute for Management Development)	Not in the rating	69	-
Ranking of the countries by global competitiveness (according to the World Economic Forum)	43	141	0.702

⁹ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by the level of economic freedom (according to the Heritage Foundation)	135	176	0.806
Ranking of the countries by the level of economic freedom (according to the Cato Institute and Fraser Institute)	119	165	0.284
Ranking of the countries by the level of foreign direct investment (according to the – World Bank and the International Monetary Fund)	193	201	0.044
Ranking of the countries by the Index of the world's involvement into the international trade (according to the World Economic Forum)	111	136	0.191
The final average rating			0.631

Source: *Studies of countries and regions, 2026*¹⁰

Table 6 – An assessment of the Russian Federation indicators on science and technology development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by the Knowledge Economy Index (according to the World Bank)	55	146	0.630
Ranking of the countries by the innovations (according to INSEAD)	59	133	0.563
Ranking of the countries by number of patents (according to the World –Intellectual Property Organization)	9	133	0.939
Ranking of countries by the level of scientific research activity (according to the National Science Foundation of the USA)	7	197	0.969
Ranking of the countries by R&D expenditures (according to the –United Nations)	43	151	0.721
The final average rating			0.764

Source: *Studies of countries and regions, 2026*¹¹

¹⁰ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

¹¹ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Table 7 – An assessment of the Russian Federation indicators on communication development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by Information and –Communication Technology Development Index (the International Telecommunication Union)	40	170	0.770
Ranking of the countries by the Network Readiness Index (according to the Portulans Institute)	41	133	0.676
Ranking of the countries by the level of Internet development (according to the World Wide Web Foundation)	35	86	0.604
Ranking of the countries by the level of e-government development (according to the United Nations)	43	193	0.782
Ranking of the countries by the level of Internet freedom (according to Freedom House)	69	72	0.055
Ranking of the countries by the level of freedom of the media (according to Reporters Without Borders)	161	179	0.106
The final average rating			0.498

Source: *Studies of countries and regions, 2026*¹²

Table 8 – An assessment of the Russian Federation indicators on reputation development on the results of international studies

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the best countries in the world to live in (according to Newsweek)	Not in the rating	89	-
Rating of good countries (according to Simon Anholt)	47	149	0.691
Rating of the national brands (according to Simon Anholt)	Not in the rating	-	-
Rating of the national brands (according to Simon Anholt)			
World Reputation Rating (according to the Reputation Institute)	51	55	0.090
Ranking of the countries by Quality of Citizenship Index (by Henley & Partners)	62	158	0.613

¹² Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by the Passport Index (by Henley & Partners)	37	199	0.819
The final average rating			0.553

Source: *Studies of countries and regions, 2026*¹³

Table 9 – Assessment of the Russian Federation indicators on global development based on the results of international studies of countries and regions

Rating name	Russia's Rating (R)	Number of countries in the ranking (N)	The relative level of Russia ($U1=[N-R+1]/N$), or $U2=R/N$
Ranking of the countries by globalization level (according to the Swiss Economic Institute→)	71	196	0.642
Ranking of the countries by globalization level (according to Kearney)	Not in the rating	-	-
The final average rating			0.642

Source: *Studies of countries and regions, 2026*¹⁴

The final results of assessment of the Russian Federation indicators on development based on the results of international studies of countries and regions (Tables 1-9) are given in Table 10.

Table 10 – The results of a generalized assessment of the indicators of the Russian Federation in the areas of development, reviewed by the results of international studies of countries and regions

The international studies of countries and regions	The average rating of the Russian Federation
Demographic development	0.467
Social development	0.459
Institutional development	0.300
Political development	0.108
Economic development	0.631
Scientific and technical development	0.764
Communication development	0.498
Reputational development	0.553
Global development	0.642
Final average rating for the groups	0.461

Source: *Author*

According to Table 10, the final average rating of the Russian Federation in the main areas of development based on the results of international studies of countries and regions, shows a level below the global average one (0.461). However, there is not an area of development in which the level of the Russian Federation is high (more than 0.8 on the Harrington scale).

It indicates the expediency of using the 'besides' view of the 'visual system' of strategic thinking on the

¹³ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

¹⁴ Gtmarket. (2026). *Studies of countries and regions*. Source: <https://gtmarket.ru/research/country-rankings> (accessed on 01.02.2026).

planned strategic development of the managed system (in this case, the national economy) and its effect on the increase of the international competitiveness.

Conclusion

Therefore, the processes of formation and implementation of strategic development plans provide an effective assessment of both direct goals and indirect results.

The tool 'besides' in the 'visual system' of strategic thinking should be implemented in terms of the theory of strategic management entrepreneurship.

The research on the example of the National Development Goals of the Russian Federation for the period up to 2030 and for 2036 from the Unified Plan by the Government of the Russian Federation for achieving the national development goals of the Russian Federation up to 2030 and for 2036 allows us to use the 'besides' view of the 'visual system' of strategic thinking to assess the impact of the planned strategic development of a managed system on its environment (on the environmental situation, on the increase in the number of jobs, on infrastructure development, etc.). It also provides an assessment of the ratio of 'pros' and 'cons' indirectly arising in the implementation of managed system strategic development, including the issues of increasing the level of country international competitiveness.

When implementing the country's socio-economic development strategy in accordance with the National Development Goals of the Russian Federation for the period up to 2030 and for 2036, we can assess changing of the Russian Federation rating in the main areas of development considered in terms of the international studies of countries and regions.

FUNDING

The work was done on a personal initiative.

CONFLICT OF INTEREST

The author declares no conflict of interest.

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Received 10.11.2025

Revised 22.12.2025

Accepted 14.01.2026