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СТРАТЕГІЧНІ ОРІЄНТИРИ КОМПЛЕКСНОГО ВІДНОВЛЕННЯ
ТЕРИТОРІАЛЬНИХ ГРОМАД ТА РОЗВИТКУ ЇХ ЦИФРОВОЇ
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IMPLEMENTATION OF DIGITAL PLATFORMS IN THE
MANAGEMENT PROCESSES OF TERRITORIAL COMMUNITIES:
OPPORTUNITIES, BARRIERS, AND LEGAL ASPECTS

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Digital transformation has become one of the key drivers of development for territorial communities in Ukraine, especially in the period of post-war recovery, modernization of public services, and the improvement of governance efficiency. The use of digital platforms opens new opportunities for communities to optimize resource allocation, ensure transparency, strengthen the analytical capacity of public authorities, and expand citizen participation in local self-governance.

Digitalization significantly improves access to administrative services: the integration of services such as *Diia* and *Diia.CNAP*, along with the development of municipal platforms, enables residents to receive services remotely, minimizing corruption risks and accelerating interaction with authorities. At the same time, the implementation of Big Data, digital registries, and geographic information systems enhances territorial planning, supports well-grounded managerial decisions, and promotes more efficient use of budget funds. Equally important is the development of e-democracy: online petitions, participatory budgeting, and mechanisms of electronic consultations increase government openness and encourage resident involvement in decision-making. Altogether, these processes create a favourable

environment for business and investment, stimulating economic growth within communities.

However, digital transformation is also accompanied by a number of challenges. Institutional fragmentation, the absence of unified standards, and the lack of synchronization between state and local platforms complicate information exchange. Technical constraints, uneven Internet coverage, and insufficient digital literacy among parts of the population hinder the widespread use of modern services. Additionally, communities often face staff shortages and financial limitations, while the growing volume of digital data highlights issues of cybersecurity and information protection.

Legal aspects of digitalization require special attention. Although legislation in the areas of local self-governance and administrative service provision provides basic foundations for the introduction of digital solutions, it needs updating to address contemporary technological challenges. This concerns, first and foremost, the need to adapt regulations to new mechanisms of interoperability, open data, personal data protection, algorithmic transparency, and electronic interaction procedures. Another important task is the establishment of clear processes for information exchange between state registries, CNAP platforms, and local management systems, which requires detailed technical standards and procedural regulations.

In this context, lawmakers should focus on creating a national interoperability standard for digital systems of territorial communities, updating the Law “On Local Self-Government in Ukraine” in line with digital procedures, improving regulations on cybersecurity and personal data protection, defining requirements for open data, and developing mechanisms of public-private cooperation in digitalization. Equally important is the establishment of a training system for personnel capable of supporting digital platforms at the local level.

The experience of Ukrainian communities already demonstrates practical results of implementing digital tools. For example, integration into the *Diia* ecosystem, active use of GIS solutions in Lviv, Vinnytsia, and Ternopil, smart city

projects in Mariupol (before 2022), and the application of 3D modelling, drone monitoring, and digital twins in communities undergoing reconstruction illustrate successful digital transformation. International experience also offers numerous innovative practices: for instance, Vilnius has introduced a comprehensive Smart City platform for managing transport and energy consumption, while Tallinn demonstrates a high level of openness through an extensive open data portal, stimulating citizen participation and the development of private digital services.

The success of digital transformation at the local level largely depends on the coherence of strategic decisions, technical standards, and personnel policies. It is crucial to develop national and regional roadmaps, implement unified data and cybersecurity requirements, foster digital competencies among officials and residents, and ensure stable financing through government programs, international technical assistance, and cooperation with the private sector.

In conclusion, digital platforms are becoming an essential component of the modernization of local self-governance in Ukraine and a key instrument of post-war recovery. They enhance governance efficiency, transparency, resource savings, and public participation. However, realizing the full potential of digitalization requires a systematic approach that combines legislative updates, infrastructure development, professional capacity-building, and the introduction of interoperability standards. Only within such a comprehensive framework can digital solutions become a catalyst for the sustainable development of Ukrainian territorial communities.

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**УПРАВЛІНЯ МАРКЕТИНГОВИМИ СТРАТЕГІЯМИ НА РИНКУ
МЕДИЧНОГО ОБЛАДНАННЯ: СУЧАСНІ ТЕНДЕНЦІЇ ТА ЦИФРОВІ
РІШЕННЯ**

**MARKETING STRATEGY MANAGEMENT IN THE MEDICAL
EQUIPMENT MARKET: CURRENT TRENDS AND DIGITAL
SOLUTIONS**

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У сучасних умовах розвитку економіки конкурентоспроможність підприємств визначається не лише якістю продукції, а й здатністю ефективно формувати та реалізовувати власні маркетингові стратегії. Особливо це актуально для ринку медичного обладнання, який характеризується високою динамічністю, технологічністю та підвищеними вимогами до точності прийняття управлінських рішень. За таких умов підприємства потребують науково обґрунтованих підходів до взаємодії зі споживачами та формування стійких конкурентних позицій.

Управління маркетинговими стратегіями посідає ключове місце в системі стратегічного розвитку підприємства. Маркетингова стратегія – це не лише комплекс інструментів, а й цілісний, логічно вибудований план дій, що визначає напрями роботи з ринком, цілі, механізми позиціонування та принципи взаємодії з партнерами й споживачами. Саме стратегічний підхід забезпечує узгодженість рішень, адаптацію до змін ринкового середовища та формування довгострокової конкурентної переваги.