



UDC 351.07:004.8:004.9

[https://doi.org/10.52058/3041-1572-2026-4\(24\)-1157-1170](https://doi.org/10.52058/3041-1572-2026-4(24)-1157-1170)

Sukhorukova Anna Leonidovna PhD in Public Administration, Associate Professor of the Department of Management, Business and Administration Mykolaiv National Agrarian University, Mykolaiv, <https://orcid.org/0000-0002-6170-4955>

Sych Alina Oleksandrivna Bachelor Student of Management Faculty, Mykolaiv National Agrarian University, Mykolaiv, <https://orcid.org/0009-0008-5256-295X>

Smirnov Oleksandr Yevgenovich Bachelor Student of Management Faculty, Mykolaiv National Agrarian University, Mykolaiv

Lyutenko Dariya Oleksandrivna Bachelor Student of Management Faculty, Mykolaiv National Agrarian University, Mykolaiv, <https://orcid.org/0009-0005-8539-7370>

STRATEGIC IMPERATIVES OF THE DEVELOPMENT OF TERRITORIAL COMMUNITIES IN THE CONDITIONS OF CRISIS AND MILITARY TRANSFORMATIONS

Abstract. The article examines the features of strategic management of the development of territorial communities of Ukraine under martial law and modern socio-economic challenges. The need to transition from traditional approaches to adaptive and crisis-oriented management is substantiated, which ensures a prompt response to external threats, flexible resource allocation and integration of security aspects into strategic planning.

The theoretical and methodological principles of strategic management, its main tasks and tools, in particular SWOT, PESTEL and TEMPLES analyses, scenario planning, benchmarking and the program-target approach are analyzed. The role of digitalization, network interaction and innovative platforms in increasing the efficiency of management decisions and forming transparent mechanisms for involving citizens in strategic planning processes is determined.

The priorities of strategic development of communities according to regional characteristics are revealed, in particular managing demographic changes, restoring infrastructure, ensuring the security of the population and economic sustainability of territories. The importance of integrating the principles of sustainable



development, diversifying sources of financing, increasing the institutional capacity of local governments and developing partnership networks for the effective implementation of strategic plans is emphasized.

A model of adaptive strategic management is proposed that combines analytical flexibility, digital tools, human resource development and risk management, ensuring comprehensive preparation of communities for post-war modernization and sustainable socio-economic development.

Keywords: strategic management; development of territorial communities; adaptive management; crisis management; martial law; digitalization; strategic planning; scenario planning; post-war recovery; institutional capacity; risk management.

Сухорукова Анна Леонідівна кандидат наук з державного управління, доцент, доцент кафедри менеджменту, бізнесу та адміністрування, Миколаївський національний аграрний університет, м. Миколаїв, <https://orcid.org/0000-0002-6170-4955>

Сич Аліна Олександрівна здобувач вищої освіти факультету менеджменту, Миколаївський національний аграрний університет, м. Миколаїв, <https://orcid.org/0009-0008-5256-295X>

Смирнов Олександр Євгенович здобувач вищої освіти факультету менеджменту, Миколаївський національний аграрний університет, м. Миколаїв

Лютенко Дарія Олександрівна здобувач вищої освіти факультету менеджменту, Миколаївський національний аграрний університет, м. Миколаїв, <https://orcid.org/0009-0005-8539-7370>

СТРАТЕГІЧНІ ІМПЕРАТИВИ РОЗВИТКУ ТЕРИТОРІАЛЬНИХ ГРОМАД В УМОВАХ КРИЗОВИХ ТА ВОЄННИХ ТРАНСФОРМАЦІЙ

Анотація. У статті досліджено особливості стратегічного менеджменту розвитку територіальних громад України в умовах воєнного стану та сучасних соціально-економічних викликів. Обґрунтовано необхідність переходу від традиційних підходів до адаптивного та кризово орієнтованого управління, що забезпечує оперативне реагування на зовнішні загрози, гнучкий розподіл ресурсів та інтеграцію безпекових аспектів у стратегічне планування.

Проаналізовано теоретико-методологічні засади стратегічного менеджменту, його основні завдання та інструменти, зокрема SWOT-, PESTEL- та



TEMPLES-аналізи, сценарне планування, бенчмаркінг та програмно-цільовий підхід. Визначено роль цифровізації, мережевої взаємодії та інноваційних платформ у підвищенні ефективності управлінських рішень та формуванні прозорих механізмів залучення громадян до процесів стратегічного планування.

Розкрито пріоритети стратегічного розвитку громад за регіональними особливостями, зокрема управління демографічними змінами, відновлення інфраструктури, забезпечення безпеки населення та економічної стійкості територій. Підкреслено важливість інтеграції принципів сталого розвитку, диверсифікації джерел фінансування, підвищення інституційної спроможності органів місцевого самоврядування та розвитку партнерських мереж для ефективної реалізації стратегічних планів.

Запропоновано модель адаптивного стратегічного менеджменту, що поєднує аналітичну гнучкість, цифрові інструменти, кадровий розвиток та ризик-менеджмент, забезпечуючи комплексну підготовку громад до післявоєнної модернізації та сталого соціально-економічного розвитку.

Ключові слова: стратегічний менеджмент; розвиток територіальних громад; адаптивне управління; кризове управління; воєнний стан; цифровізація; стратегічне планування; стратегічне управління; сценарне планування; післявоєнне відновлення; інституційна спроможність; ризик-менеджмент.

Statement of the problem. Modern transformation processes in Ukraine, caused by a full-scale invasion, significantly change the conditions for the functioning and development of territorial communities. The introduction of martial law has caused significant socio-economic, demographic and infrastructural losses, which directly affect the ability of local governments to ensure stable development of territories. In these realities, communities are forced to simultaneously solve the tasks of supporting the vital activity of territories, ensuring the safety of the population, restoring damaged infrastructure and creating prerequisites for post-war recovery. Under such circumstances, the implementation of effective strategic management mechanisms that allow local governments to adapt to a high level of uncertainty, limited resources and rapid changes in the external environment becomes particularly relevant.

Traditional approaches to strategic planning for the development of territorial communities, which were formed in conditions of relative stability, do not fully meet the modern challenges of wartime, as they do not take into account the crisis nature of management processes, the need for rapid decision-making, flexible redistribution of resources, and the integration of security aspects into strategic development documents. This necessitates a rethinking of the principles and tools of strategic management of the development of territorial communities.



Analysis of recent studies and publications. In domestic scientific thought, the development of territorial communities under martial law and post-war recovery was considered by such scientists as Yu. Kamardina, K. Chinchin, Zh. Derii, Yu. Hrytsku, Ya. Stetsyk, and others. In particular, the work of A. Movchanyuk focuses on the need to combine the principles of decentralized management with a centralized system in making important decisions regarding strategic planning and sustainable development of territories under martial law. L. Samoilenko and Yu. Shcherbaniuk hold a similar opinion, also noting that modern circumstances have significantly changed the management landscape at the local level, reforming the concept of the effectiveness of management decisions to adaptive and anti-crisis management, which involves a prompt response to changes in the external environment, flexible use of resources, and consideration of security factors in the process of strategic planning for the development of territories. However, the main problems of territorial development management, as noted by Z. Derii, Y. Hrytsku and Y. Stetsik, are not limited only to the impact of martial law, among them also occupy a significant place demographic changes, large-scale migration processes, destruction of production and social infrastructure, reduced investment activity and limited financial resources of local budgets. The simultaneous combination of these problems necessitates the search for new approaches to strategic management of the development of territorial communities, which would take into account both long-term goals of socio-economic development and the need for an operational response to crisis challenges.

The purpose and objectives of the article. The purpose of the article is to theoretically substantiate the features of strategic management of the development of territorial communities under martial law and to scientifically understand practical approaches to increasing the effectiveness of strategic management of their development in the face of modern socio-economic challenges.

Presentation of the main material. The use of strategic management for the development of territories is the basis for ensuring their sustainability, effective use of resource potential and the formation of long-term directions of socio-economic development. Historically, strategic management as an element of planning the further formation and transformation of socio-economic processes within territorial units began to be used in the twentieth century in countries with developed economies, where the need for a systemic approach to the development of cities and regions became obvious [1]. The popularization of strategic management among the scientific community led to the formation of a number of different approaches to its theoretical definitions as a separate scientific discipline in the context of various areas of its use. First of all, strategic management was considered as a tool for forming long-term goals of an organization or territory and optimal use of available resources to achieve these goals [2]. In another context, it was interpreted as a



mechanism for ensuring competitiveness at the level of enterprises, regions or territorial communities through systemic planning, analysis of the external and internal environment, forecasting development trends and adaptation to changes [3]. In addition, strategic management began to provide managerial approaches to the development of human, financial and infrastructure potential, which allowed for a comprehensive assessment of the effectiveness of strategy implementation and making informed management decisions [4]. All of the above definitions are united by an approach to strategic management as a comprehensive process that integrates analysis, planning and resource management taking into account external and internal factors aimed at achieving the long-term goals of the organization or territory.

Given the above challenges and limitations, scientists emphasize that strategic planning for the development of territorial communities under martial law requires flexible approaches adapted to the realities of the modern crisis. The key components of such an approach are: systematic study of external and internal factors; identification of priority areas of development and setting realistic goals taking into account available resources and potential risks; increasing the efficiency of using financial, human, technological and social resources of the community to achieve strategic goals; regular monitoring of the implementation of strategies, analysis of achieved results and correction of plans taking into account new circumstances [5].

The main tasks of strategic management in martial law, according to researchers, are focused on ensuring the effective functioning of local self-government, namely: combining a strategic vision with practical implementation mechanisms; forming adaptive, flexible and context-oriented strategies; strengthening the ability of communities to forecast, assess risks and respond promptly to external challenges; integrating the principles of sustainable development into planning processes; establishing effective procedures for interaction between central authorities, local communities, business and civil society to achieve coordinated development results [6]. This involves the systematic identification and analysis of threats related to security, economic and social factors in order to timely adjust plans, priorities and resources, ensuring flexibility of management decisions in emergency conditions.

The widespread tools of strategic management, including SWOT, PESTEL and TEMPLES-analysis, scenario planning and other methodologies in such conditions allow local governments to timely adjust priorities, resources and plans, ensuring a high level of adaptability of management decisions.

The SWOT analysis method involves a systematic study of internal and external factors that influence the development of an organization or territory, in order to form sound strategic decisions. Its essence lies in identifying four key



components: strengths and weaknesses of the internal environment of the community, as well as external opportunities and threats that can limit the effectiveness of activities or disrupt the stability of the system. This tool allows you to quickly and systematically respond to unstable conditions, adjust priorities and integrate security and socio-economic aspects into strategic planning [7].

PESTEL analysis is a strategic management tool that provides a systematic assessment of the impact of the external environment on the development of an organization or territory through six key components: political, economic, social, technological, environmental, and legal factors. The use of PESTEL analysis in the strategic management of territorial communities allows for a comprehensive assessment of external influences, predict potential risks and opportunities, and integrate political, economic, social, technological, environmental, and legal aspects into the process of forming development strategies.

The TEMPLES analysis methodology complements SWOT and PESTEL, providing an assessment of internal resources and operating conditions at the individual and organizational levels. This analysis describes the factors that affect the effectiveness of the implementation of strategic plans at the local level, in particular time (planning and allocation of time for the implementation of strategic community initiatives), energy (supporting the resource and human potential of the community, including the motivation of local government employees), material (ensuring access to the necessary resources, technologies and infrastructure), human (effective interaction between authorities, public organizations and residents), place (taking into account the specifics of the territory, its infrastructure), emotions (management of the social and psychological climate), space (organization of the physical and digital space of the community to ensure the effective implementation of strategic projects) [8].

The scenario planning tool involves building alternative models of the future development of the community, taking into account political, economic, social, security and environmental changes, which allows for rapid adjustment of strategies and resources in response to new challenges. In addition, this tool helps to increase the flexibility of management decisions and the formation of reserves for a rapid response to unforeseen crisis situations.

The use of these methods in combination provides local governments with the opportunity to make more informed, flexible and adaptive management decisions. An important aspect of this approach is the integration of these tools into updated community development strategies that should take into account the impact of the war on the demographic situation, infrastructure, economic opportunities and security of the population and allow communities to effectively plan for the future.

The basis of any strategy is an objective assessment of the resource potential and the scale of losses. Military actions have caused destruction that requires a



complete revision of management approaches at the local level. Currently, the total amount of direct damage caused to real estate and infrastructure of Ukraine is estimated at almost 200 billion dollars. The largest share of losses falls on the housing and energy sectors, as well as transport infrastructure. A significant problem is also the geographical asymmetry of destruction, which causes the heterogeneity of the needs of territorial communities and creates additional challenges for local governments [9].

Analysis of the strategic tasks of managing the development of territories of Ukraine under martial law demonstrates their clear differentiation depending on the regional specifics, the intensity of hostilities, the level of destruction and the functional purpose of individual territories in the national system of socio-economic development. Such differentiation necessitates the formation of adaptive management approaches focused on ensuring the sustainability, restoration and further transformation of territorial communities. In particular, the eastern regions, which include Donetsk, Kharkiv and Luhansk, are characterized by the highest level of destruction of infrastructure, housing stock and production facilities. In this regard, the priority areas are the comprehensive restoration of the housing sector taking into account modern security standards, strengthening the protection of front-line territories, demining and ensuring basic living conditions for the population. An important strategic task is also the deoccupation of territories and the gradual restoration of industrial potential, which involves the modernization of production systems, the integration of innovative technologies and the attraction of investment resources.

In the southern regions, in particular in Zaporizhia, Kherson, Mykolaiv and Odessa regions, strategic tasks have a different emphasis, related to the need to ensure the energy and food security of the state. In conditions of significant damage to the energy infrastructure, the development of decentralized energy sources and increasing the energy autonomy of the territories is becoming more relevant. At the same time, the restoration of agricultural potential involves the reconstruction of irrigation systems, the introduction of resource-efficient technologies in agriculture and the restoration of logistics supply chains. The development of transport and port infrastructure as a key element of the country's export potential is of particular importance.

For the northern regions, in particular Kyiv, Chernihiv and Sumy, the tasks related to overcoming the consequences of active hostilities in the early stages of a full-scale invasion are decisive. This concerns the reconstruction of destroyed suburbs, the modernization of housing, utilities and social infrastructure, as well as the restoration of transport networks. An important aspect is the integration of internally displaced persons, which requires the development of social services, ensuring employment of the population and the formation of an inclusive



environment. In this context, increasing the institutional capacity of local governments plays a special role.

At the same time, in the western regions, which include Lviv, Ivano-Frankivsk, Zakarpattia and Chernivtsi regions, a relatively lower level of physical destruction is observed, but the demographic burden due to internal migration is significantly increasing. This necessitates the development of social, educational and medical infrastructure, expansion of the housing stock and ensuring the effective use of labor potential. At the same time, the development of transport and logistics corridors is being actualized, in particular in the direction of European integration, as well as strengthening the financial capacity of territorial communities by diversifying sources of income and attracting international assistance.

Thus, strategic planning for the development of territorial communities under martial law acquires a distinct regionally differentiated character, which involves a flexible combination of security, restoration and transformation measures. This, in turn, requires improving institutional mechanisms of public administration, introducing innovative management tools and strengthening coordination between state and local authorities in order to ensure sustainable development and increase the resilience of territorial systems. The data presented indicate a high level of differentiation of strategic tasks according to the regional characteristics of Ukraine, which reflects the heterogeneity of the impact of martial law on the territory of communities. This determines the need to develop regionally adapted development strategies that take into account the specifics of local problems, the scale of destruction, demographic changes and available resource potential, as well as integrate a comprehensive approach to security management, infrastructure restoration and economic development, taking into account the priorities of each territory. At the same time, such differentiation of strategic tasks emphasizes the importance of coordination between central authorities and local communities, because effective restoration and development of territories requires synchronization of resources, regulatory and legal support and integration of initiatives of different levels of government, which allows not to form the prerequisites for sustainable socio-economic development in the medium and long term.

In practical terms, this provision reflects the need for a systematic and comprehensive approach to strategic planning as a key tool of public administration. In particular, it is said that strategic planning cannot be limited to the formal definition of goals or declarative documents, but should cover the full cycle of management activities, integrating all its interconnected stages into a single logically coherent system.

The initial stage of such a cycle is a thorough analysis of the current state of the management object, which involves assessing socio-economic, institutional,



resource and security parameters of development. In this context, the use of analytical tools, in particular SWOT analysis, PEST analysis and other methods of strategic diagnostics, which allow identifying key problems, challenges and development potential, becomes of particular importance.

The next logical stage is the forecasting of future trends, which is based on the analysis of the dynamics of the external environment, including economic, political, technological and social factors. The predictive function of strategic planning ensures the formation of development scenarios and allows minimizing uncertainty in the process of making management decisions.

Based on the analytical and predictive data obtained, strategic priorities are determined, which reflect the most significant areas of development and concentrate resources on solving critically important tasks. At the same time, strategic goals are formulated, which must be clear, measurable, achievable, relevant and time-limited, ensuring the possibility of assessing the effectiveness of their achievement.

An important component is the development of models for implementing strategic goals, which provide for the definition of tools, mechanisms and institutional forms of their achievement. In this context, appropriate financial mechanisms are formed, including budget planning, attracting investment resources, using grant programs and other sources of financing, as well as organizational mechanisms aimed at coordinating the activities of management entities, distributing powers and responsibilities.

The final, but at the same time continuous stage of the strategic cycle is the provision of feedback, which is implemented through monitoring and performance assessment systems. This allows for timely detection of deviations from planned indicators, assessment of the effectiveness of management decisions and adjustment of strategic actions taking into account changes in the external and internal environment.

The latest tools that can be used to ensure the efficiency of management processes in modern conditions are primarily related to the implementation of digital technologies and the development of network interaction between public administration entities, business and civil society. This involves the formation of a holistic digital environment that ensures increased transparency of management decisions, efficient information exchange and expanded opportunities for citizens to participate in decision-making processes.

In this context, e-government platforms are of particular importance, acting as the basic infrastructure for digital interaction between the state and citizens. They provide the provision of administrative services online, automate management procedures, reduce transaction costs and increase the level of accessibility of public services. Along with this, geographic information systems (GIS) play a key role in spatial analysis and data visualization, allowing the integration of information on



territorial development, infrastructure, resources and the consequences of destruction into a single analytical system.

An important element of digitalization is also the creation of interactive portals for the participation of community residents, which ensure the implementation of e-democracy tools, in particular electronic petitions, public discussions, participatory budgets and public consultations. Such platforms contribute to the institutionalization of public participation, increasing trust in government bodies and the formation of a partnership management model.

An innovative direction is the development of digital twins of territorial communities, which are virtual models of real objects and processes. The use of such models allows for the modeling of development scenarios, assessment of the consequences of management decisions and optimization of resource use. This is complemented by interactive damage maps, which provide systematization of information about damaged infrastructure, determination of restoration priorities and coordination of actions of various entities.

A key aspect of the modern approach is the integration of remote monitoring and forecasting systems based on the use of satellite data, sensor networks, big data analytics and artificial intelligence technologies. Such systems provide continuous monitoring of the status of management objects, early identification of risks and threats, as well as the formation of substantiated forecasts of the development of the situation. This, in turn, creates the prerequisites for timely adjustment of strategic and operational plans, increasing the adaptability and stability of the public administration system in conditions of dynamic changes in the external environment [10].

In the context of martial law, strategic management also requires the integration of security aspects into all planning processes. This involves assessing threats to the population and critical infrastructure, developing emergency response scenarios, coordinating with law enforcement agencies and military structures, implementing preventive measures to reduce risks, etc.

An important element of this process is the formation of an effective system for monitoring and evaluating the implementation of strategic documents, regular tracking of key indicators of socio-economic development, infrastructure status, demographic changes and the level of security. This approach allows local governments to timely identify deviations from planned results and make necessary adjustments to strategic plans.

In addition, an important component of strategic management of community development is the diversification of sources of financing for strategic projects. In conditions of limited local budget resources, this can be achieved by attracting external investments, grant programs of international organizations, as well as public-private partnership mechanisms.



An equally important direction is the development of institutional capacity of local governments. Effective implementation of strategic plans is impossible without proper human resources, modern management approaches and proper organization of management processes. Therefore, one of the priorities should be to increase the professional competence of local government employees, implement modern project management methods, strategic analysis and digital management tools. This involves the implementation of crisis management training, modeling emergency scenarios, exchange of best practices between communities and the use of mentoring programs.

At the same time, a significant factor in the successful implementation of strategic community development plans is the active participation of the local population in strategic planning processes. Involving citizens in discussing territorial development priorities, participating in public hearings, consultations, and strategic sessions contributes to increasing the transparency of management processes, building trust in local government bodies, and ensuring more complete consideration of the needs of various social groups.

In addition to the above approaches, in the system of strategic management of the development of territorial communities, it is advisable to use other management tools that contribute to increasing the effectiveness of planning and implementing strategic decisions. In particular, an important tool is benchmarking, which involves a comparative analysis of development practices of different territories in order to identify the most effective management models. Its application will allow communities to assess their own level of socio-economic development in comparison with other territories, identify strengths and weaknesses of management activities, and adapt successful strategic planning practices that have already proven their effectiveness in other communities. Another important tool within the framework of strategic management is the program-target approach to management, which involves the implementation of strategic priorities through a system of interconnected development programs and projects. In this case, the strategic goals of the community are detailed in the form of specific program measures, for which resources, performers, implementation deadlines and expected results are determined. This approach will contribute to a more rational use of financial and organizational resources, increase the manageability of the process of implementing strategic documents and provide clear mechanisms for monitoring the achievement of set goals.

The key direction is the development of partnership networks between communities, business, scientific institutions and public organizations for joint solutions to local problems and the implementation of innovative projects. At the same time, a significant role is also played by the formation of a risk management system, which allows predicting potential threats and developing preventive



measures to minimize the negative impact of crisis factors. An important component is the adaptation of communication strategies, which contributes to increasing transparency, involving citizens in the decision-making process and building trust in local government bodies.

Summarizing the above, it can be stated that the transformation of strategic management under martial law consists in the transition from static planning to an adaptive management model. This involves a radical renewal of the management cycle. The effectiveness of this approach is based on analytical flexibility, diversification of funding sources, and strengthening the institutional capacity of communities through digitalization and human resource development. Strategic management today is becoming a dynamic mechanism that allows communities to adapt to uncertainty and form the basis for post-war modernization.

Conclusions. Martial law conditions have significantly affected the functioning and development of Ukrainian territorial communities, causing a number of problems, including a crisis in management processes, the need for rapid decision-making, flexible resource redistribution, and the integration of security aspects into strategic development documents. In such realities, traditional approaches to strategic planning for the development of territorial communities have lost their relevance and necessitated a rethinking of the principles and tools of strategic management for the development of territorial communities. In such a situation, the main tasks of strategic management are to ensure the effective functioning of local government through a combination of strategic vision with practical mechanisms, the formation of adaptive strategies, increasing the ability of communities to forecast and respond to risks, the integration of sustainable development, and the establishment of effective interaction between government, business, and society.

This task requires updating the development strategies of territorial communities, which would take into account the specifics of local problems, the scale of destruction, demographic changes and available resource potential, as well as integrate a comprehensive approach to security management, infrastructure restoration and economic development, taking into account the priorities of each territory. Strategic management tools that can be integrated into updated strategies are SWOT, PESTEL and TEMPLES-analysis, scenario planning, etc. In addition, strategic development management in such conditions should cover other stages of the management cycle, in addition to strategy development. Key tools that can be used for this purpose include: digitalization and network interaction, integration of security aspects (including development of emergency response scenarios, coordination with law enforcement agencies and military structures, etc.), a system for monitoring and evaluating the implementation of strategic documents, diversification of sources of financing for strategic projects, improving the professional competence of local government employees, benchmarking the



territory, a program-targeted approach to management, development of partnership networks between communities, business, scientific institutions and public organizations, formation of a risk management system, adaptation of communication strategies, etc. Further research can be aimed at studying the possibilities of applying digital technologies, analytical platforms and forecasting systems in the process of strategic management of community development and studying mechanisms for strengthening the institutional capacity of local governments.

References:

1. Derii, Z., Hrytsku, Y., & Stetsik, Y. (2025). Strategy for the development of territorial communities in the conditions of modern socio-economic challenges. *Problems and Prospects of Economics and Management*. 3 (43), 150–160 [in English].
2. Kurepin, V., & Batsurovska, I. (2023). Ekolooho-ekonomichnyi balans na Kinburni: obstavyny zapovidnoi terytorii dovoiennoho, voiennoho ta postvoiennoho chasu [Ecological and economic balance in Kinburn: circumstances of the protected area in the pre-war, war and post-war times]. *Modern Economics*. 42. 62-69 [in Ukrainian].
3. Shchepansky, E., Sukhorukova, A., & Ponomarev, O. (2026). Udoskonalennia mekhanizmiv publichnoho upravlinnia terytorialnym rozvytkom shliakhom vprovadzhennia tsyfrovo-intelektualnykh system pryiniattia stratehichnykh upravlinskykh rishen u publichnii sluzhbi [Improving the mechanisms of public management of territorial development through the implementation of digital-intelligent systems for making strategic management decisions in the public service]. *Suspilstvo ta natsionalni interesy – Society and national interests*. 2 (22). 1582-1596 [in Ukrainian].
4. Khokhuliak, O. (2022). Strategic planning in the management system of sustainable development of territorial communities. *Innovative Economy*. 4, 68–73 [in English].
5. Kamardina, Y., Chinchin, K. (2023). Development of territorial communities under the conditions of marital state. *Vіsnyk Mariupol's'kogo derzhavnogo unіversitetu*. 13 (25), 85–93 [in English].
6. Antonova, L., Sukhorukova, A., & Plotka, L. (2026). Udoskonalennia instytutsiino-orhanizatsiinykh mekhanizmiv publichnoho upravlinnia rozvytkom publichno-pryvatnoho partnerstva na rehionalnykh ahropromyslovykh terytoriiakh v umovakh ekzohennykh shokiv i destruktyvnykh vplyviv [Improving institutional and organizational mechanisms of public management through the development of public-private partnership in regional agro-industrial territories under conditions of exogenous shocks and destructive influences]. *Naukovi perspektyvy – Scientific perspectives*. 1 (67). 72-84 [in Ukrainian].
7. Shevchenko, I., Petryk, A., & Stohul, K. (2023). Modern interpretation of the essential characteristics of strategic management of the development of labor potential. *International Science Journal of Management, Economics & Finance*. 2, 77–84 [in English].
8. Gaule, E., & Šumilo, Ė. (2021), “Benefits of shared services model in public administration: the case of Lithuania”. *Public Policy and Administration*. 20, 4. 538-551 [in English].
9. Pendalchuk, T. (2024). Strategic management in the field of public administration. *Modern scientific journal*. 3, 114–123 [in English].
10. Antonova, L., & Ponomarev, O. (2026). Rol intelektualnykh upravlinskykh tekhnolohii u formuvanni suchasnoi servisno-orientovanoi modeli tsyfrovoho publichnoho upravlinnia na rehionalnomu rivni [The role of intelligent management technologies in the formation of a modern service-oriented model of digital public administration at the regional level]. *Natsionalni interesy Ukrainy – National interests of Ukraine*. 2 (19). 1365-1377 [in Ukrainian].



Література:

1. Derii Z., Hrytsku Y., Stetsik Y. Strategy for the development of territorial communities in the conditions of modern socio-economic challenges. Problems and prospects of economics and management. 2025. № 3 (43). P. 150–160.

2. Курепін В., Бацуровська І. Еколого-економічний баланс на Кінбурні: обставини заповідної території довоєнного, воєнного та поствоєнного часу. Modern Economics. 2023. № 42. С. 62-69.

3. Щепанський Е., Сухорукова А., Пономарьов О. Удосконалення механізмів публічного управління територіальним розвитком шляхом впровадження цифрово-інтелектуальних систем прийняття стратегічних управлінських рішень у публічній службі. Суспільство та національні інтереси. 2026. №2 (22). С. 1582-1596. DOI: [https://doi.org/10.52058/3041-1572-2026-2\(22\)](https://doi.org/10.52058/3041-1572-2026-2(22))

4. Khokhuliak O. Strategic planning in the management system of sustainable development of territorial communities. Innovative economy. 2022. № 4. P. 68–73.

5. Kamardina Y., Chinchin K. Development of territorial communities under the conditions of marital state. Visnik Mariupol's'kogo derzhavnogo universitetu. 2023. Vol. 13, № 25. P. 85–93.

6. Антонова Л., Сухорукова А., Плотка Л. Удосконалення інституційно-організаційних механізмів публічного управління розвитком публічно-приватного партнерства на регіональних агропромислових територіях в умовах екзогенних шоків і деструктивних впливів. Наукові перспективи. 2026. №1 (67). С. 72-84. DOI: [https://doi.org/10.52058/2708-7530-2026-1\(67\)-72-84](https://doi.org/10.52058/2708-7530-2026-1(67)-72-84).

7. Shevchenko I., Petryk A., Stohul K. Modern interpretation of the essential characteristics of strategic management of the development of labor potential. International Science Journal of Management, Economics & Finance. 2023. Vol. 2, № 4. P. 77–84.

8. Gaule E., Šumilo Ě. Benefits of shared services model in public administration: the case of Lithuania. Public Policy and Administration. 2021. Vol. 20, № 4. P. 538-551.

9. Pentalchuk T. Strategic management in the field of public administration. Modern scientific journal. 2024. Vol. 3, № 3. P. 114–123.

10. Антонова Л., Пономарьов О. Роль інтелектуальних управлінських технологій у формуванні сучасної сервісно-орієнтованої моделі цифрового публічного управління на регіональному рівні. Національні інтереси України. 2026. № 2(19). С. 1365-1377. DOI: [https://doi.org/10.52058/3041-1793-2026-2\(19\)-1365-1377](https://doi.org/10.52058/3041-1793-2026-2(19)-1365-1377)

Дата першого надходження статті до видання: 23.03.2026

Дата прийняття статті до друку після рецензування: 06.04.2026