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## **THE ROLE OF STRATEGIC MANAGEMENT IN ENSURING THE INTEGRATED DEVELOPMENT OF COMMUNITIES**

**Abstract.** It is substantiated that in modern conditions, in particular in the context of the post-war reconstruction of Ukraine, strategic management acquires a system-forming significance. The theoretical and methodological principles of strategic management in the public administration system are considered, and the essence of the concept of "comprehensive development of territorial communities" is clarified through the prism of the integration of economic, social and environmental components of sustainable development. It is determined that strategic management is based on the principles of systematicity, purposefulness, adaptability, stakeholder participation and result orientation. The functions of strategic management are analyzed, the content of the classical strategic planning cycle is detailed.

A comprehensive analysis of strategic planning tools is carried out, their role in increasing the validity of management decisions, optimizing resource allocation and ensuring transparency of management processes is determined. Special attention is paid to the use of modern information and communication technologies, which allows increasing the effectiveness of strategic management in conditions of high uncertainty.



The specifics of implementing strategic management in the post-war recovery period, characterized by the need to take into account increased risks, infrastructure destruction, demographic losses and transformation of the economic structure of territories, are separately considered. The feasibility of implementing adaptive and dynamic development strategies that provide for flexible adjustment of strategic goals and instruments depending on environmental changes is proven. The importance of integrating risk management principles into the strategic planning process is emphasized, which allows for timely identification of potential threats and minimizing their impact. The role of institutional support for strategic management is substantiated, in particular, increasing the professional competence of officials of local government bodies, improving the regulatory framework and developing organizational structures of strategic management. The feasibility of institutionalizing strategic offices as specialized units responsible for coordinating the processes of strategic planning and implementing development strategies is determined. The importance of involving the public, business, and other stakeholders in the strategic management process is emphasized, which helps increase the legitimacy of decisions made and ensure their social support.

**Keywords:** strategic management, territorial community, comprehensive development, strategic planning, post-war recover, management, region.

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## РОЛЬ СТРАТЕГІЧНОГО МЕНЕДЖМЕНТУ В ЗАБЕЗПЕЧЕННІ КОМПЛЕКСНОГО РОЗВИТКУ ГРОМАД

**Анотація.** Обґрунтовано, що в сучасних умовах, зокрема в контексті повоєнного відновлення України, стратегічне управління набуває системо-



утворюючого значення. Розглянуто теоретико-методологічні засади стратегічного менеджменту в системі публічного управління, а також уточнено сутність поняття «комплексний розвиток територіальних громад» через призму інтеграції економічної, соціальної та екологічної складових сталого розвитку. Визначено, що стратегічний менеджмент базується на принципах системності, цілеспрямованості, адаптивності, участі зацікавлених сторін та орієнтації на результат. Проаналізовано функції стратегічного управління, деталізовано зміст класичного циклу стратегічного планування.

Здійснено комплексний аналіз інструментів стратегічного планування, визначено їх роль у підвищенні обґрунтованості управлінських рішень, оптимізації розподілу ресурсів та забезпеченні прозорості процесів управління. Особливу увагу приділено використанню сучасних інформаційно-комунікаційних технологій, що дозволяє підвищити ефективність стратегічного управління в умовах високої невизначеності.

Окремо розглянуто специфіку реалізації стратегічного менеджменту в умовах повоєнного відновлення, що характеризується необхідністю врахування підвищених ризиків, руйнування інфраструктури, демографічних втрат та трансформації економічної структури територій. Доведено доцільність впровадження адаптивних і динамічних стратегій розвитку, які передбачають гнучке коригування стратегічних цілей і інструментів залежно від змін середовища. Акцентовано на важливості інтеграції принципів ризик-менеджменту у процес стратегічного планування, що дозволяє своєчасно ідентифікувати потенційні загрози та мінімізувати їх вплив.

Здійснено обґрунтування ролі інституційного забезпечення стратегічного менеджменту, зокрема підвищення професійної компетентності посадових осіб органів місцевого самоврядування, удосконалення нормативно-правової бази та розвитку організаційних структур стратегічного управління. Визначено доцільність інституціоналізації стратегічних офісів як спеціалізованих підрозділів, відповідальних за координацію процесів стратегічного планування та реалізації стратегій розвитку. Підкреслено важливість залучення громадськості, бізнесу та інших зацікавлених сторін до процесу стратегічного управління, що сприяє підвищенню легітимності прийнятих рішень та забезпеченню їх соціальної підтримки.

**Ключові слова:** стратегічний менеджмент, територіальна громада, комплексний розвиток, стратегічне планування, повоєнне відновлення, управління, регіон.

**Statement of the problem.** In modern conditions of decentralization, increasing competition between territories for resources and investments, as well as increasing public demands for the quality of public services, the issue of effective



strategic management of community development becomes particularly relevant. The practice of functioning of territorial communities indicates the presence of systemic imbalances between the available resource potential and the results of socio-economic development, which is often due to the fragmentation of management decisions, the lack of a long-term vision and insufficient integration of strategic planning into the daily activities of local government bodies. In this regard, there is a scientific and practical need to study the role of strategic management as a key mechanism for coordinating resources, goals and management actions, capable of ensuring sustainable, balanced and long-term development of territorial communities.

**Analysis of recent studies and publications.** Research in the field of strategic management of community development has already taken place among the works of such scientists as Kvasniy Z., Kondra O., Kvasniy O., Grosul V., Matvienko O., Matveychuk L., Marusey N., Sklyarska O. and others.

Special attention is paid to the work of Tomashuk I. and Tomashuk I., who note that innovative community development is based on strategic planning and program-targeted management aimed at competitiveness, developed market-entrepreneurial and innovation infrastructure, community partnership and citizen participation in management. Strategic planning of local development was studied in great detail in the works of Smentyna N. and Fialkovska A., who point to the role of strategic management in community management as a component capable of putting the authorities in a stronger position, directing the community discourse from the paradigm of functioning to the paradigm of development. Scientists also studied the main issues of ensuring a sustainable approach to the use of strategic management in municipal administration. According to Khokhuliak O., the main place here is occupied by the imbalance of territorial and sectoral programs, which reduces the consistency of actions of local government bodies with state strategic goals and leads to fragmentation of management decisions.

The topic of strategic management in community management is also given considerable attention in the foreign scientific field. In particular, Rodríguez-Pose A. emphasizes that it is the institutional quality of local administration and strategic coordination of policies that are the determining factors of the economic development of regions and communities. However, despite the wide attention paid to the study of this topic among scholars, in our opinion, the role of strategic management in ensuring the comprehensive development of communities requires further research and elaboration, especially in the context of the future post-war reconstruction, when the application of a strategic approach is complicated by new security and economic challenges and the institutional instability of the environment.



**The purpose and objectives of the article.** The purpose of the article is to determine the role of strategic management in ensuring the comprehensive development of communities. To address this topic, a number of tasks were identified: theoretical definition of the concepts of "strategic management" and "comprehensive community development"; identification of the functions of strategic management as a fundamental component of the system of management of the development of territorial communities; analysis of strategic planning tools; development of recommendations for the use of strategic planning mechanisms in the conditions of post-war reconstruction.

**Presentation of the main material.** The history of strategic management as a management function dates back to ancient times. Initially, it was used in military and state practice, and later the concept was adapted to economic management. In the twentieth century, strategic management was formed as a separate scientific discipline. Currently, there are different approaches to interpreting the concept in the scientific literature. Rose K. defines it as "a decision-making process that combines the internal capabilities of the organization with external threats and favorable circumstances". Djordjevic B. described strategic management as "an art and science of formulating implementing and evaluating cross functional decisions that enable an organization to achieve its objectives" [1]. Rajiv Nag, Donald C. Hambrick, Ming-Jer Chen interpreted the concept as "the field that deals with the major intended and emergent initiatives taken by managers on behalf of owners, involving utilization of resources to enhance the performance of firms in their external environments". All definitions are united by the approach to strategic management as a holistic, continuous and systemic management process aimed at achieving the long-term goals of the organization or territorial unit.

In the context of the development of territorial communities, strategic management acquires a special meaning. It goes beyond the classical corporate approach, covering social factors and institutional conditions and relying on the participation of stakeholders. This approach allows ensuring consistency between economic, social and spatial priorities of community development.

Strategic management of territorial communities is transforming into a complex multi-level system that combines tools of public administration, territorial planning and social partnership. Its effectiveness largely depends on the ability of local governments to ensure a balance of interests of different groups of stakeholders, to form a common vision of development and integrate it into the system of management decisions. An important element of such an approach is the inclusiveness of the strategic planning process, which involves the involvement of citizens, business and civil society institutions in the development, implementation and evaluation of development strategies [2]. At the same time, the importance of an evidence-based approach to management decision-making, which is based on the



use of analytical data, socio-economic indicators and forecasting models, is increasing. This allows to increase the validity of strategic priorities, minimize the risks of inefficient use of resources and ensure the adaptability of management decisions to changes in the external environment. In this regard, the development of a system of strategic analytics at the community level, including the creation of relevant institutional units and the introduction of modern digital tools, is of particular relevance.

In addition, strategic community management involves the integration of sustainable development principles, which ensures the coordination of economic growth with social justice and environmental safety. This approach contributes to the formation of long-term sustainability of territories, increasing their competitiveness and ability to self-recover in the face of external shocks. At the same time, the implementation of these principles requires improving regulatory and legal support, strengthening the institutional capacity of local governments and developing inter-municipal cooperation.

An important characteristic of strategic management is its adaptability, because the strategic approach involves flexibility of management, response to changes in the external environment, adjustment of goals and clarification of policy implementation tools. This is what makes it a key mechanism for ensuring the comprehensive development of communities. We consider the definition of the concept of “comprehensive development” given by Ilchenko N. as “a set of interconnected elements that create an appropriate legislative, informational, organizational and resource environment, the action and interaction of which are aimed at the social, economic, cultural, political and environmental development of territorial communities and is based on the concepts of decentralization, participation, partnership and sustainability to be appropriate. Its ultimate goal is to mobilize the internal potential of the community to improve the quality of life of its residents” [3]. The concept of integrated development involves the formation of a holistic management system that ensures the interconnection between all spheres of community life. The foundations of integrated community development are formed from the model published by the Stockholm Center for the Study of Society Life or the sustainable development triad, presented in Figure 1:



Figure 1. Sustainable development triad

Source: materials used [9]

The sustainable development triad involves a combination of three interrelated components – economic, social and environmental components, which together form the basis for the long-term and balanced development of territorial communities. Each of these components has its own priorities, but their combination ensures the consistency of management processes and contributes to achieving the main goal – improving the quality of life of the population. In view of this, strategic management should be considered as a practical tool for the management of local governments to achieve a balance of all components of sustainable development, which is implemented through specific functions. The general functions of strategic management are defined in Table 1.

Table 1

General functions of strategic management in community management

Function	Definition
Diagnostic	assessment of the community's condition, resource potential, and external conditions
Planning	development of long-term strategic goals and development programs
Prognostic	forecasting possible development scenarios and risks
Goal setting	setting community development priorities
Control	monitoring the implementation of strategic programs and the effectiveness of decisions
Cognitive	accumulation of knowledge, development of managers' competencies
Coordination	coordination of actions between departments, organizations and citizens

Source: developed by the authors based on [10]



In addition to a number of general functions, some researchers [4] distinguish special functions of strategic management, which include the following: matching (combining the internal capabilities of the community with the needs and conditions of the external environment); positioning (determining key areas of development and the role of the community in the regional context); analytical (assessment of the strategic potential of the community and analysis of the impact of external factors on development); forecasting (taking into account future changes and challenges to adjust strategic actions); negotiation (resolving conflicts of interest between different groups and stakeholders); maneuvering (adapting strategies in accordance with the actions of other market participants or partners); structure-forming (forming the organizational structure and management mechanisms for implementing strategies); culture-forming (taking into account the values, norms and traditions of the community in the process of strategic planning); adaptation (flexible response to changes in the external environment and new challenges); configuration (maintaining the stability of organizational processes over long periods); transformational (management of transitional processes, updating policies and structures in times of crisis), etc. Thus, strategic management is a key tool for coordinating resources, goals and management actions in communities. It ensures the integrity of the management system, directs the activities of local governments to achieve economic, social and environmental priorities.

The fundamental document of strategic management of the development of a territorial community is its development strategy [5], which defines long-term priorities, goals, objectives and tools for their implementation, taking into account resource potential, competitive advantages and risks of the external environment. The process of developing a territorial community strategy is based on the application of a system of analytical tools that allow objectively assessing the current state of the territory and predicting its future trajectories. The classic cycle of strategic planning consists of an analytical part, developing development scenarios, formulating a strategic vision, conducting a SWOT analysis, defining goals and objectives, and setting up a monitoring and evaluation system. The analytical stage is the initial stage of the strategic process and involves a comprehensive study of the socio-economic state of the community, its resource potential, demographic trends, the state of infrastructure, and the financial and institutional capacity of government bodies. At this stage, statistical data is collected, the regulatory environment is analyzed, the competitive advantages of the territory are assessed, and key development problems are identified. The result of the analytical stage is an objective information base that ensures the validity of further strategic decisions and minimizes the risk of subjectivity in management assessments.



The next stage is the development of development scenarios, i.e. modeling alternative trajectories of the community's future depending on different options for external conditions and management decisions. The scenario approach allows you to take into account the uncertainty of the environment, assess potential risks and determine the most realistic options for achieving strategic results. It is at this stage that strategic management flexibility is formed, because local governments are given the opportunity to prepare mechanisms for responding to possible changes in advance.

The formulation of a strategic vision serves as the conceptual core of the strategy and determines the desired future state of the community in the long term. The vision reflects a common understanding of the strategic direction of development, forms a single system of guidelines for all management entities and performs a motivational function, consolidating the efforts of government, business and civil society.

An important tool of strategic analysis is SWOT analysis [6], which allows you to systematize the internal strengths and weaknesses of the community and external opportunities and threats. Its use helps to establish a logical connection between the resources of the territory and the conditions of the external environment, which ensures the validity of strategic priorities.

The stage of defining strategic goals and objectives consists in specifying the directions of community development in the form of a clearly structured system of strategic and operational goals. They must be interconnected, measurable, achievable and consistent with available resources. At this stage, a hierarchy of development priorities is formed, performance indicators are determined and the foundations of further program-target planning are laid.

The final component of the strategic cycle is the creation of a system for monitoring and evaluating the implementation of the strategy. It involves regular tracking of indicators of the implementation of strategic tasks, analysis of the effectiveness of management decisions and adjustment of actions in case of deviation from the planned results. The presence of such a system provides feedback between planning and practical activities, which transforms the strategy from a declarative document into an effective development management tool.

There are other, alternative tools for strategic planning of local development that complement the classical model and increase its applied effectiveness. Such tools include benchmarking of territories, which involves comparing community development indicators with similar administrative units to identify growth reserves; foresight methodology, which allows modeling long-term development trends and forming strategic decisions based on expert forecasts; and the roadmap method, which provides phased planning for the implementation of strategic priorities with a clear definition of deadlines, resources and responsible entities.



Ukrainian post-war reconstruction conditions form a fundamentally new context for the application of strategic management at the level of territorial communities. According to a study by the World Bank, as of the beginning of 2026, Ukraine's direct losses from the war reached \$195 billion, and the total cost of reconstruction and recovery is \$588 billion. By the end of 2025, 14% of housing was damaged or destroyed, affecting more than 3 million households [7].

This indicates the need for a particularly careful approach to strategic planning tools, as communities operate in conditions of systemic multi-level challenges: a sharp population decline due to migration and demographic losses; local budget deficits and dependence on transfers; staff shortages in local governments and critical sectors; destruction of transport, energy and utility infrastructure; high levels of investment risks and insurance barriers for business; mine contamination of territories, which blocks the economic use of land; logistical constraints due to damaged roads and ports; uneven regional development between rear and frontline communities; institutional instability and overloading of management systems with crisis functions; increased social vulnerability of the population, psychological traumatization and burden on the social service system; the spread of shadow economic practices as a reaction to instability; as well as corruption risks in reconstruction processes due to large amounts of resources and the urgency of project implementation [8].

Taken together, these factors form a complex configuration of risks that requires a transition from fragmented management decisions to a systemic, multi-level and integrated approach in strategic planning of the development of territorial communities. In this context, it is advisable to use a risk-oriented approach that involves the identification, assessment, ranking and constant monitoring of threats with the subsequent integration of relevant management tools into strategic documents. This allows not only to minimize the negative consequences of crisis phenomena, but also to create the prerequisites for using new opportunities that arise in the process of transforming socio-economic systems. Ensuring consistency between short-term anti-crisis measures and long-term development goals, which involves harmonizing strategic, medium-term and operational plans, is of particular relevance. Such an approach helps to avoid managerial dispersion of resources and ensures the integrity of the recovery policy. An important tool in this process is the program-target method, which allows you to clearly define priorities, establish measurable performance indicators and ensure control over the achievement of set goals [9].

No less important is the development of financial sustainability of territorial communities by diversifying sources of income, activating local economic potential and implementing innovative financial instruments, in particular public-private partnership mechanisms, municipal borrowing and grant financing. This allows you



to reduce dependence on centralized resources and increase autonomy in making management decisions.

In addition, in the conditions of post-crisis recovery, the formation of an effective human capital management system at the local level becomes important. This includes not only restoring the human resources potential of public authorities, but also creating favorable conditions for the return of the population, stimulating employment, developing entrepreneurship and improving the skills of employees. At the same time, it is necessary to implement mechanisms for psychological support of the population and reintegration of socially vulnerable groups.

All of these problems create an environment of strategic uncertainty in which traditional long-term planning approaches lose their effectiveness and need to be replaced by adaptive management models that combine scenario forecasting, flexible budgeting and constant risk monitoring. For countries undergoing a post-crisis recovery phase, the key factor for stabilization is the institutional capacity of local authorities to quickly adjust policies in accordance with changes in the security and economic environment. In this context, strategic community management must transform from a formal documentation of intentions into a permanent development management system integrated into the daily activities of local governments [10].

Such a transformation involves rethinking the functional role of local governments, which should act not only as resource administrators, but as proactive strategic development actors capable of ensuring coordination between various stakeholders, including business, civil society and international partners. In this regard, the implementation of integrated planning tools that combine socio-economic, spatial and environmental aspects of territorial development, and are also focused on achieving sustainable development goals, is of particular importance.

An important component of an effective strategic management system is the institutionalization of feedback mechanisms that allow for constant assessment of the effectiveness of management decisions and their adjustment based on current data. This involves the development of digital management platforms, the implementation of open data systems, and increasing the transparency of public authorities [11]. As a result, an environment of accountability and trust is formed, which is a necessary prerequisite for mobilizing internal community resources and attracting external investments.

In addition, in modern conditions, the role of network forms of management based on horizontal connections and partnerships is growing. This approach allows to increase the flexibility of management systems, ensure more efficient use of limited resources and strengthen the ability of communities to respond quickly to crisis phenomena. At the same time, this requires increasing the level of professional competence of management personnel, developing leadership qualities and forming a culture of strategic thinking [12].



Therefore, the transition to adaptive models of strategic management at the level of territorial communities is not only a response to the challenges of an unstable environment, but also a necessary condition for the formation of a sustainable public administration system capable of ensuring long-term development, social cohesion and economic security in the face of global transformations.

In this regard, in our opinion, it is advisable to apply a number of practically oriented strategic planning mechanisms that increase the efficiency of territorial development management. These include the introduction of dynamic strategies with short cycles of reviewing priorities, which allows for a prompt response to changing security, demographic and financial conditions; the formation of a portfolio of development projects based on the principle of multi-sectoral effect, when one initiative provides a simultaneous result in several areas; the integration of community strategies with regional and national recovery programs to ensure resource coherence; the use of digital analytical panels for monitoring development indicators to increase the accuracy of management decisions; the institutionalization of strategic development offices as permanent analytical centers at local government bodies; the use of risk-oriented planning with modeling of crisis scenarios; strengthening inter-municipal cooperation for the implementation of joint infrastructure and economic projects.

**Conclusions.** So, strategic management is a direction in the theory of decision-making aimed at developing an effective strategy to promote the achievement of the goals of an organization, state authority or local government. Strategic management approaches are reflected in many areas, one of which is the development of territorial communities. In itself, comprehensive community development means a coordinated combination of measures aimed at improving the well-being of residents, strengthening local governance and ensuring sustainable development in the long term. The key functions of applying strategic management in local governance are diagnostic, planning, prognostic, goal-setting, control, cognitive, coordination, etc. The fundamental document of strategic management of the development of a territorial community is its development strategy, which defines long-term priorities, goals, objectives and tools for their implementation. The classic strategic planning cycle consists of an analytical part, development of development scenarios, formulation of a strategic vision, conducting a SWOT analysis, defining goals and objectives, as well as setting up a monitoring and evaluation system, but other, alternative strategic planning tools are also in use. Thus, the role of strategic management is to ensure the integrity and coherence of management processes, the integration of economic, social and environmental priorities, and increasing the adaptability and resilience of communities to external challenges. The Ukrainian conditions of post-war reconstruction form a



fundamentally new context for the application of strategic management at the level of territorial communities and determine the need to use new tools, such as dynamic development strategies, portfolios of development projects, integration of community strategies with regional and national recovery programs, use of digital analytical monitoring panels, institutionalization of strategic development offices, risk-oriented planning, etc. Prospects for further research include analysis of the social effect of community involvement in strategic planning, development of methods for adapting strategies to dynamic changes in the external environment, assessment of the effectiveness of specific strategic planning tools in post-war recovery.

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