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УДК 332.1: 005.21

JEL R11,R12,R58

DOI: <http://doi.org/10.34025/2310-8185-2022-4.88.04>

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MANAGERIAL PECULIARITIES OF STRATEGIC DEVELOPMENT OF THE TERRITORIAL COMMUNITY

Summary

The topicality of the topic is due to the fact that the current state of the economy in Ukraine is characterized by crisis phenomena. After all, an incorrectly chosen strategy or its absence leads to a decrease in the effectiveness of community activity. In this connection, there is a need to manage the strategic development of territorial communities, which will enable communities to improve production and economic activity and get out of the crisis state. We all know that a territorial community is a voluntary association of residents of several villages, towns, and cities that have a single administrative center. Modern managers have to carefully analyze the external environment in order to make timely changes to the community's chosen course in the modern conditions of European integration. In the conditions of martial law, the sharp increase in the importance of management in relation to strategic development is also explained by the acceleration of changes in the socio-economic environment, in the conditions of the growing dynamism of the entrepreneurial environment, the internationalization and

globalization of business, the emergence of new unexpected challenges and opportunities for business in communities, the achievement of science and technology, the development information networks and digitization processes, which make it possible to spread and receive information quickly, wide access to modern technologies, changing the role of human resources, as well as a number of other reasons.

The purpose of the article is to clarify the essence of the strategic development of the territorial community in the period of instability and crisis phenomena and to substantiate recommendations for the development of appropriate development strategies.

In the process of the research, the concepts of "development" and "strategy" were substantiated and clarified, namely, it was stated that the development of the territorial community includes the organizing influences of the environment, dynamic balance with it through self-organization, progressive and regressive processes. In order to create the proper conditions for the development of territorial communities, the factors influencing the formation of their development programs were determined, that is, under such conditions, the community will have the opportunity to develop progressively, if it meets the requirements for openness, dynamism, consistency of processes and imbalance. Recommendations for strategic needs and the need to take into account certain specific factors influencing the formation of strategic development were also substantiated: location, dynamics of its development, its potential; infrastructure development and diversification of economic activity in the community; behavior of investors and partners; characteristics of products or services produced by the TC economy; state of the local economy, cultural environment; health care and the level of quality and consideration of the interests of community residents.

The formation of proposals for the creation of basic mechanisms for the work of territorial communities in difficult conditions requires further study.

Keywords: self-government, territorial community, strategy, development, strategic alternatives.

Number of sources – 15, number of drawings – 3, number of tables – 2.

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ОСОБЛИВОСТІ УПРАВЛІННЯ СТРАТЕГІЧНИМ РОЗВИТКОМ ТЕРИТОРІАЛЬНОЇ ГРОМАДИ

Анотація

Актуальність теми обумовлена тим, що сучасний стан економіки в Україні характеризується кризовими явищами. Адже неправильно обрана стратегія або її відсутність призводять до зниження ефективності діяльності громади. В зв'язку з цим виникає необхідність здійснення управління стратегічним розвитком територіальних громад, що дасть можливість громадам покращити виробничо-господарську діяльність та вийти з кризового

стану. Ми всі знаємо, що територіальна громада – це добровільне об'єднання жителів кількох сіл, селищ, міст, що мають єдиний адміністративний центр. Сьогоднішнім керівникам доводиться ретельно аналізувати зовнішнє середовище для своєчасного внесення змін у вибраний курс громади в сучасних умовах. Під час воєнного стану різко зростає значення управління щодо стратегічного розвитку, що зокрема пояснюється і прискоренням змін у соціально-економічному середовищі в умовах зростаючого динамізму підприємництва, інтернаціоналізацією і глобалізацією бізнесу, появою нових несподіваних викликів і можливостей для нього у громадах, досягненням науки і техніки, розвитком інформаційних мереж та процесів діджиталізації, що роблять можливим блискавичне поширення й одержання інформації, широкою доступністю до сучасних технологій, зміною ролі людських ресурсів, а також іншими причинами.

Мета дослідження – уточнення суті стратегічного розвитку територіальної громади у період нестабільності та кризових явищ й обґрунтування рекомендацій щодо розробки відповідних стратегій розвитку. **Методологія.** Досліджено проблему управління стратегічним розвитком територіальних громад з використанням методу пізнання та методу дедукції, визначення поняття «стратегія» та «розвиток» зробили з використанням методу аналізу. Гіпотетико-дедуктивний метод дозволив створити незрівняні системи дедуктивно переплетених між собою правильних гіпотез та визначити специфічні чинники впливу на формування стратегічного розвитку ТГ. **Результати.** У процесі дослідження було обґрунтовано та уточнено поняття «розвиток» та «стратегія», зокрема зазначено, що розвиток територіальної громади включає організуючі впливи середовища, динамічну рівновагу з ним через самоорганізацію, прогресивні і регресивні процеси. Для створення належних умов розвитку територіальних громад було визначено чинники впливу на формування їхніх програм розвитку, тобто за таких умов громада матиме можливість прогресивно розвиватися, якщо вона відповідатиме вимогам щодо відкритості, динамічності, узгодженості процесів і невірноваженості. Також було обґрунтовано рекомендації для стратегічних потреб та необхідності врахування визначених специфічних чинників впливу на формування стратегічного розвитку: місця розташування, динаміки її розвитку, її потенціалу; розвиток інфраструктури та диверсифікація економічної діяльності в громаді; поведінка інвесторів та партнерів; характеристики виробленої економікою ТГ продукції або послуг; стан місцевої економіки, культурного середовища; охорона здоров'я та рівень якості та врахування інтересів мешканців громади. **Практичне значення.** При розгляді управління стратегічним розвитком громади, яке пов'язане з постановкою цілей і з підтримкою визначених взаємовідносин із навколишнім середовищем, визначили алгоритм процесу управління стратегічним розвитком громади. **Перспективи подальших досліджень.** Подальшого вивчення потребує формування пропозицій щодо створення базових механізмів роботи територіальних громад у складних умовах.

Ключові слова: самоврядування, територіальна громада, стратегія, розвиток, стратегічні альтернативи.

Кількість джерел: 15; кількість рисунків: 3; кількість таблиць: 2.

Formulation of the problem. Currently Ukraine is under martial law. The national economy in the country is characterized by crisis phenomena. The impact of the crisis is particularly felt locally, in the

regions, at the level of individual territorial communities, in particular those whose financial capacity depends significantly on inter-budgetary transfers, and local tax revenues from businesses and citizens have decreased due to the curtailment of business activity and/or the physical loss of enterprises.

At the same time, a significant part of the communities worsened their situation by being unprepared for the current challenges due to the lack of their own development plans, their own approved strategies, which could at least to some extent mitigate the impact of the war. After all, an incorrectly chosen strategy or its absence leads to a decrease in the effectiveness of community activities. In this regard, there is a need to manage the strategic development of territorial communities, which will enable communities to improve production and economic activity and get out of the crisis state. Territorial community (TC) as a voluntary association of residents of several villages, towns, and cities has a single administrative center, therefore modern leaders have to carefully analyze the external environment in order to make timely changes to the community's chosen course in modern conditions of martial law, hostilities and taking into account prospects European integration and post-war reconstruction.

Therefore, the need to apply strategic management of TC in the context of both making changes to existing strategies and programs of activity and development, and forming new ones will arise more and more often.

Analysis of recent research and publications. The local self-government of Ukraine functions in conditions of instability of the external environment. If there is no long-term plan, then the development of a separate community will be unsystematic, episodic, without clear vectors, and management will turn into manual "firefighting" in an endless mode. However, strategic planning involves the implementation of the planned, which is difficult to talk about in the conditions of the dynamics of the external environment of communities. In this regard, strategic management should be applied.

It should be noted that the Canadian scientists P. Smith and P. Moore [9], as well as the American scientist L. Rees [10] paid attention to research on the development of the methodology of strategic management of the development of the territorial community and proposed appropriate algorithms of municipal strategic management for the municipal management systems of their states.

The study of communities' ability to self-organize and effectively manage public resources was conducted by E. Ostrom [11-13].

A certain methodological approach to considering territorial communities as public corporations that are self-organized, based on property rights and regulated by a clear public policy can be found in the work of J. Gerber [14].

In his work, the Ukrainian expert Sharov Y. P. considered the conceptual aspects of strategic management of territorial communities at a time when the communities themselves had not yet been legally formed [8].

A group of scientists [Vdovichen A. A., Kruglyanko A. V. Problems of regional development disproportionality: European experience and its application in Ukraine[2]. emphasizes the need to take into account the disproportionality of the development of individual regions when developing relevant strategic recommendations.

The latest studies on ensuring the development of territorial communities also touch on the issues of their spatial development, which must necessarily be the basis of strategic community management [3].

Therefore, the developments in this topic are relevant and touch on many directions, but the basic aspects of managing the strategic development of the territorial community remain undefined in the future, in particular, the interpretation of the actual essence of strategic development as such for the territorial community.

Formulation of the goals of the article. The purpose of the article is to clarify the essence of the strategic development of the territorial community (TC) in the period of instability and crisis

phenomena and to substantiate recommendations for the development of appropriate development strategies.

To achieve the goal, the following tasks must be solved:

- clarify the essence of the concepts "strategy" and "development" in the context of their application to TC;
- to determine and analyze the specific factors of influence on the formation of the strategic development of the TC;
- to justify the specified recommendations regarding the generation of strategic alternatives of TC in modern conditions taking into account the specified factors.

Presenting main material. There is a close connection between the past, present and future state of the community's efficiency, namely the state that characterizes the level of the final result of its activity and the opportunities for development and opportunities for decline created during a certain period.

The sharp increase in the importance of management in relation to strategic development is also explained by the acceleration of changes in the socio-economic environment, in the conditions of the growing dynamism of the business environment, the internationalization and globalization of business, the emergence of new unexpected challenges and opportunities for business in communities, the achievement of science and technology, the development of information networks and processes digitization, which makes it possible to spread and receive information quickly, wide access to modern technologies, changing the role of human resources, as well as a number of other reasons. At the same time, new realities dictate new approaches to community management, making significant changes or even canceling existing strategies and developing new ones.

The Ministry of Development of Communities and Territories prepared methodological recommendations for the development, implementation, monitoring and evaluation of own community development strategies. The document was developed by the Ministry together with the "Management of public investment" initiative of the SGRU project "Support of government reforms in Ukraine". In their

opinion, the developed methodological recommendations will help communities to plan their development step by step. This document explains what points a strategy project should contain - from a SWOT analysis (where strengths and weaknesses, opportunities and threats are revealed) to a system of relevant indicators that can be measured or calculated and on the basis of which a conclusion is made regarding the success of the strategy implementation. Note that the recommendations provide for the involvement of community residents at all stages of strategy development.

At the same time, residents of communities do not always understand even the very term "strategy", not to mention the specifics of strategic management and development. We will present several interpretations of the essence of the concepts "strategy" and "development" (Table 1 and Table 2).

Table1

Definition of the term "strategy"

<i>Definition</i>	<i>Author(s)</i>
Strategy is the planning of all the most important actions (entrepreneurial, competitive, functional) that must be implemented to ensure the long-term success of the	Z. E. Shershnyova, S. V. Oborska [7]
Strategy is a long-term course of development of the company, a method of achieving goals, adopted in accordance with its productive, financial and other capabilities	V. O. Vasylenko, T. I. Tkachenko. [1]
Strategy is a long-term, qualitatively determined direction of the organization's development, aimed at consolidating its positions, satisfying consumers and achieving set goals	T. E. Andreeva [5]
Strategy is a company management plan aimed at strengthening its position, satisfying consumers and achieving set goals	Khomenko O.I. [6]
A strategy is a plan - a consciously chosen sequence of actions; A trick is a "maneuver" with the aim of bypassing a competitor; Position - location in the environment; Worldview - a personal way of world perception; The advantage is the creation of a competitive advantage	Moskalenko V. V., Moskalenko V. V., Godlevskiy M. D.

In our opinion, according to the definitions given by researchers and scientists, the concept of "strategy" in the management of the strategic development of the community, the strategy is a comprehensive plan of action that contributes to the achievement of established goals in a certain period of time, based primarily on the interests of the community in coordination with the requirements of legislation and budget requirements.

Table 2

Definition of the term "development"

<i>Definition</i>	<i>Author(s)</i>
Development is a certain directed, irreversible change of an object: ... from old to new, from simple to complex...	From a philosophical point of view
Development means "overcoming contradictions that appear cyclically, as well as constant checking and updating of the mechanisms of such overcoming"	Moskalenko V. V., Moskalenko V. V., Godlevsky
Development is a process of natural change, transition from one state to another, more perfect, ... from simple to complex	Sharov Y. P. [8]
He believes that "the development of economic and production systems is a process of transition to a new, higher-quality state due to the accumulation of quantitative potential, changes and complications of the structure and composition, as a result of which its ability to resist the destructive influence of the external environment and the efficiency of functioning	Kovalishyn O.
Development is "the acquisition of a new quality that strengthens life in a changing environment"	Triguba A. [3]

Taking into account the interpretation of the concept of "development" by scientists, we believe that the development of a territorial community includes the organizing influences of the environment, dynamic balance with it through self-organization, progressive and regressive processes. Under such conditions, the community will have the opportunity to develop progressively if it meets the requirements for openness, dynamism, consistency of processes and imbalance.

Each community is unique in its own way, therefore the process of developing a strategy for each is special, as it depends on a number of factors (Draw. 1):



Draw. 1. Factors affecting the development of the TC strategy

However, there is no single strategy for all communities, just as there is no single universal management of strategic development in the management of community functioning.

Management of the strategic development of the community is related to setting goals and maintaining certain relationships with the environment that allow it to achieve its goals and correspond to its internal capabilities.

That is, the potential that ensures the achievement of goals defined by the community in the future is one of the final products of strategic development management. Also, the final result includes the internal structure and organizational changes that ensure the community's sensitivity to changes in the external environment in crisis conditions (Draw. 2).

The application of the defined algorithm regarding the process of managing the strategic development of the community will allow:

- to respond clearly to changes that allow achieving the desired goals in the future, including martial law;

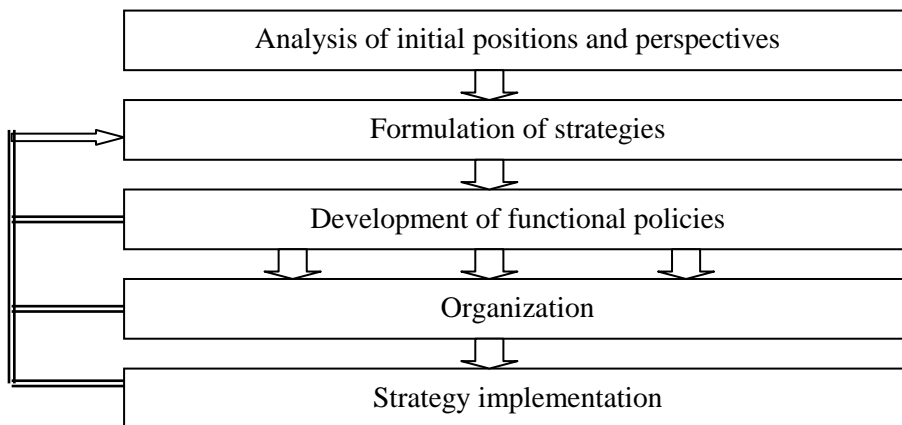
- the ability to take into account objective external and internal factors that shape changes, to focus on the study of these factors, to form appropriate information packages for the community;

the opportunity to obtain the necessary basis for making strategic and tactical decisions;

- the possibility of establishing a system of incentives for the development of flexibility and adaptability of the community and its individual subsystems to changes;

- ensuring the dynamism of changes through the acceleration of practical actions regarding the implementation of strategic plans based on the appropriate system of regulation, control and analysis.

So, we can note that the purpose of the process of forming a specific strategy is, in fact, the choice of a strategic alternative that will ensure the improvement of the community's effectiveness in the long term, including in the war and post-war period.



Draw. 2. The process of managing the strategic development of the community

Community management is a rather complex and lengthy process. And in the end, it comes down to choosing one or more strategic alternatives from a certain set of them for each level of the community's strategic set. The general procedure for forming an action strategy for all levels of the strategic set is as follows:

- a set of goals is defined;
- the difference between the community's current position and its target position is evaluated;
- one or more methods of action, i.e. strategic alternatives of behavior, are proposed;
- testing of the proposals is carried out for the possibility of narrowing the previously established gap between the current and target positions of the community.

Therefore, the basis of development of community strategy, formation of its strategic set is the principle of alternative development, alternative in solving problems of development and competitive behavior, etc., i.e. alternative in strategic choice.

Each of the alternative strategies, based on the forecast of the development of the external environment, should represent a specific community development program which is provided for implementation and is oriented towards achieving success.

The process of formulating strategic alternatives provides answers to the following questions (Draw. 3).

Moreover, the formation and therefore the subsequent selection of strategic alternatives is carried out at all levels of management of the strategic development of the community.

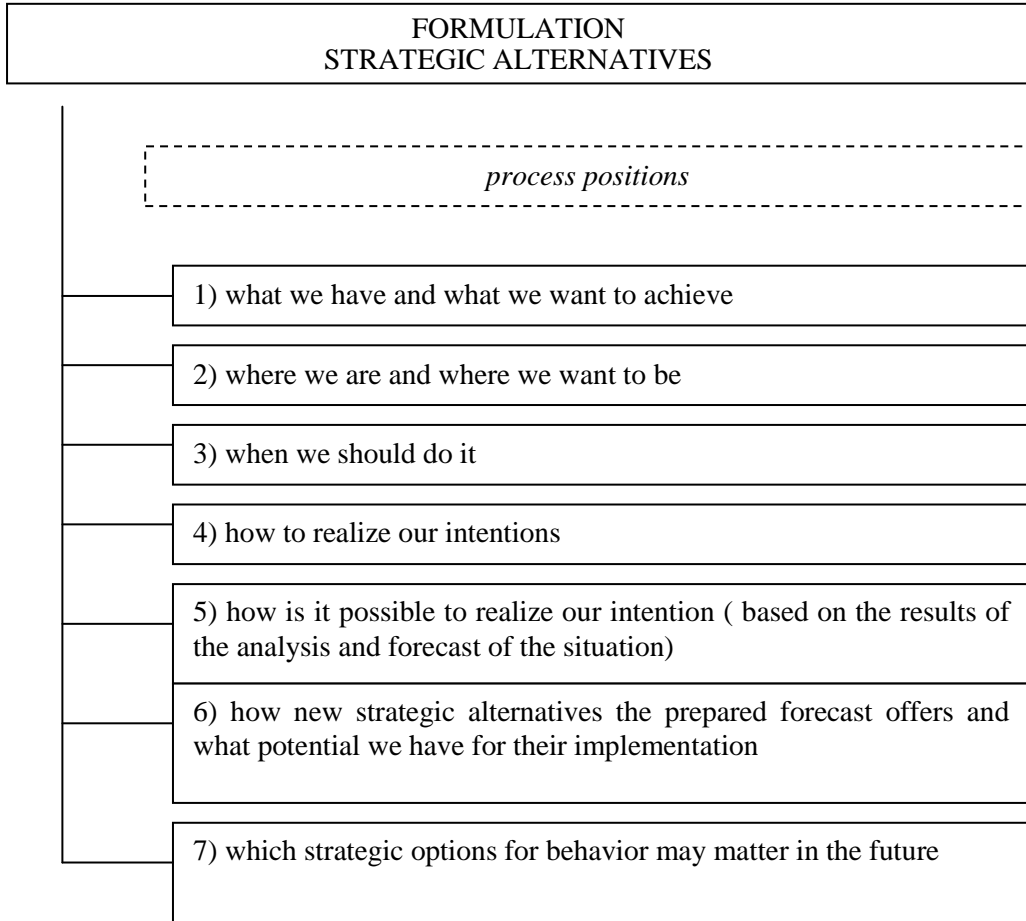
We would like to draw attention to the fact that there are some gaps that should be filled in the methodological recommendations for the development, implementation, monitoring and evaluation of the community's own development strategies.

1. In the development of such a series of recommendations, it is necessary to involve research scientists who can help in the formation of community development mechanisms.

2. It is necessary to develop survey questionnaires for the population of communities in order to have a clear idea of their needs which will contribute to a better vision of the social profile.

3. When developing the strategy, there is a need to supplement it with indicators that will reflect the community's capacity level, namely demographic, social, security, infrastructure, basic education.

4. The proposed methodology does not provide any clarifications regarding the further implementation of the chosen strategy, i.e. there are no recommendations on implementation control.



Draw. 3. Formation of strategic community alternatives

Conclusions. Therefore, clarifying the essence of the concepts "strategy" and "development" allowed their implementation in the context of application to the TC, which makes it possible to more accurately reveal the potential of applying strategic management as a system to the actual management of communities from the inside.

At the same time, there is always a need and necessity to take into account certain specific factors influencing the formation of strategic

development: location, dynamics of its development, its potential; infrastructure development and diversification of economic activity in the community; behavior of investors and partners; characteristics of products or services produced by the TC economy; state of the local economy, cultural environment; health care and the level of quality and consideration of the interests of community residents.

As a result, we get the basis for generating full-fledged unique and specific for each separate TC strategic alternatives to modern conditions, taking into account the specified factors.

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