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*Fedorenko I. A.^a, Kuzmynchuk N. V.^b, Kutsenko T. M.^b***STRATEGY FOR MANAGING THE COMPETITIVE DEVELOPMENT OF
COMMUNITIES BASED ON INTERACTION WITH STAKEHOLDERS**^a National Academy of the National Guard of Ukraine, Kharkiv, Ukraine^b V.N. Karazin Kharkiv National University

The article is devoted to determining the directions of the strategy for managing the competitive development of communities based on interaction with stakeholders in the conditions of decentralization and global instability. The proposed dual approach, on the one hand, increases the role and importance of effective management of local community development as a key factor in their competitiveness; on the other hand, involving stakeholders in partnerships helps to develop management decisions for economic growth, job creation and improvement of the quality of life, and, in general, contributes to sustainable community development. It has been substantiated that in order to form an effective strategy for managing the competitive development of communities, it is advisable to establish partnerships with stakeholders (business, public organizations, residents, etc.). In this area, a study of potential priorities and needs/opportunities of members of the Konotop Urban Territorial Community in Sumy region has been conducted based on interaction with stakeholders. The strategic goals of the community's competitive development have been set based on a SWOT-analysis. The key tasks and trends for the development of the Konotop community in the medium term have been identified. The authors have proved the decisive role of stakeholders in the process of implementing strategic goals of competitive community development, which is achieved through joint planning and coordination, investment, administrative and information support. According to the concept of stakeholders in the context of community development management, the groups of internal and external stakeholders have been represented, as well as their interests and influence on development processes have been outlined. A stakeholder matrix has been developed and interaction tools for each stakeholder group have been proposed, which allow for effective management of stakeholder involvement, ensuring their support for development projects. It has been proved and substantiated that the strategy of managing the competitive development of communities based on the active involvement of stakeholders at all stages of its formation and implementation with effective planning and communication with stakeholders increases the credibility of management decisions in the context of ensuring sustainable development of communities.

Keywords: strategy, management, competitiveness, development, community, stakeholders, tools.**DOI:** 10.32434/2415-3974-2025-21-1-6-16

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Introduction and problem statement

Effective management of communities' development is becoming a key factor in their competitiveness in the context of decentralization processes and the growing role of local government. In the conditions of current challenges faced by local communities, the issue of formulating a strategy for managing communities' competitive development based on stakeholder engagement takes on particular importance. Only a comprehensive approach that takes into account the interests of all stakeholders can ensure the sustainable and balanced development of territories. Interaction with stakeholders, including business, public organizations, local residents and other interested parties, allows to take into account various interests and needs, which improves the quality of management decisions. Stakeholders, as active participants in the process, contribute to attracting additional resources and knowledge, which stimulates innovation and sustainable development. In addition, such interaction increases the level of trust and social cohesion, which is important for the successful implementation of any strategy. Formation a strategy for managing the competitive development of communities is a topical issue in the context of strengthening of communities to develop independently and adapt to unprecedented changes in the context of global instability.

Analysis and research of publications

The issues of the formation a community development management strategy and mechanisms for its implementation have been the subject of scientific works by such researchers as Romaniuk S. [1], Kartashov Ye. [2], Horbliuk S. [3], Dehtiarova I. [3] etc. Among the scientists who study the problems of ensuring the competitiveness of local communities, Khokhulyak O. [4], Pustovoi E. [5], and others should be highlighted. Relationships with stakeholders and their participation in community development projects are the subject of research by Mitchell R. [6], Fassin Y. [7], Miles S. [8].

However, despite a significant number of scientific papers in this area, the issues of substantiation of approaches and methodological tools for formation a strategy for managing the competitive development of communities remain insufficiently developed both in scientific and practical aspects, and recommendations for intensifying interaction with stakeholders require further scientific substantiation.

The purpose of the article

This article aims to study the theoretical foundations and develop practical recommendations for formulating a strategy for managing the competitive development of communities for their restoration and ensuring sustainable development through establishing

partnerships with stakeholders.

Presentation of the main material

Formulating a strategy for managing the competitive development of communities is a complex and multifaceted process that involves assessing the community's potential, identifying key areas of development, and implementing effective management mechanisms. Strategic planning for community development is carried out with the involvement of a wide range of the public to discuss existing challenges and weaknesses, formulate a vision and prioritize directions for community development. In the conditions of unprecedented levels of uncertainty and instability in the economic system as a whole, the strategy's main objective is to save lives, protect infrastructure, support defense forces and ensure the welfare of citizens. In the future, the strategic goals for improving the competitiveness of communities are the development of high value-added industries, the creation of public spaces, and the renewal of urban infrastructure on the basis of sustainable development.

Some communities do not have strategic development plans, but in the context of the need to rebuild the country, this issue is critical for effective resource management, investment attraction, and sustainable development. For each region, it is important to develop individual strategies that take into account local characteristics, potential, priority economic sectors, and social needs. This will contribute to the infrastructure development, improve the quality of life and create favorable conditions for business and international cooperation. The peculiarities of the process of forming a strategy for managing the competitive development of communities in the context of interaction with stakeholders are offered to consider on the example of the Konotop urban territorial community. The key socio-economic indicators of the community and public policy trends were determined by the Program for the Comprehensive Restoration developed by the experts of the project "Support to Public Administration in Ukraine in the Implementation of the State Strategy for Regional Development for 2021-2027 in the Field of Urban Development and Revitalization" with the support of the Ministry of Foreign Affairs of the Republic of Poland and the Ministry of Infrastructure and Regional Development of Ukraine [9]. The main strategic documents on which the strategy for managing the competitive development of the Konotop urban territorial community is based are 32 local target programs, the Sustainable Energy and Climate Action Plan of the Konotop City Council until 2030 [10], and the Program of Economic and Social Development of Konotop Urban Territorial Community for 2022

and the following 2023-2024 program years [11].

Almost all programs, except for the program to ensure the functioning of the Ukrainian language, provide for funding from the local budget in accordance with certain amounts for the period of implementation, which guarantees the sustainability of their implementation. The existing programs are divided into five functional areas as part of their quantitative analysis (Fig. 1). The results of the program segmentation show that Konotop community pays most attention to the development of humanitarian areas – education, medicine, culture, sports, youth and social policy. The community also has programs that promote economic development and

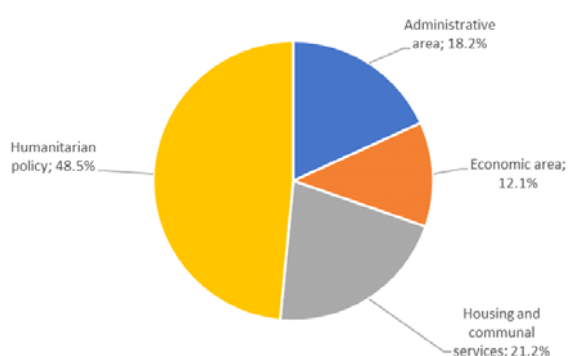


Fig. 1. Segmentation of programs by functional areas in 2024

Humanitarian programs direct the budget to social protection, education, healthcare, and sports infrastructure. Only 27% of the approved programs have a list of clear indicators that allow setting measurable goals and achieving strategic progress in the community. According to the availability of targets, all programs has been divided into two categories: programs that serve as a mechanism for budgeting local expenditures, programs that have strategic objectives in addition to financing.

The analysis identified key tasks and trends for the development of the Konotop community in the medium term:

- reforming and developing housing and communal services, repairing roads and communal buildings, and supporting landscaping;
- attracting investments and grants for development, marketing promotion of the community, and creating of investment proposals;
- development and streamlining of urban planning documentation;
- prevention of social orphanhood and support for families;
- development of spirituality and patriotism in the youth environment, organization of meaningful leisure activities for young people, formation of family values;

modernization of housing and communal infrastructure, as well as programs that promote transparency and publicity, citizen engagement, and the proper functioning of the Konotop City Council. Despite a balanced approach to development, the community has not approved any targeted programs that would promote the development of public spaces and increase green spaces, protect parks and water bodies. Analyzing the budget for the implementation of local targeted programs of the Konotop community in 2024, the lion's share of funds is allocated to programs to improve housing and communal services, including critical infrastructure, transportation and cemetery preservation (Fig. 2).

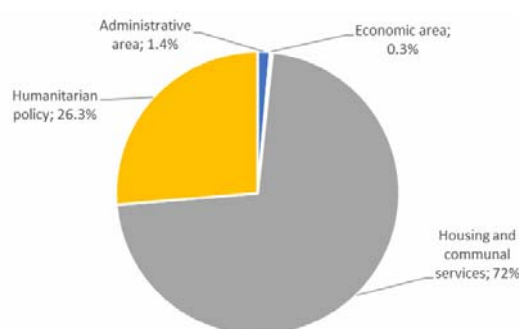


Fig. 2. Program budget allocation by sector in 2024

- support for the activities of community organizations;
- support for active citizenship, providing opportunities to celebrate memorable dates and public holidays.

SWOT-analysis is the main planning tool that allows to identify the key strengths and weaknesses of the community in comparison with national trends, as well as to identify key opportunities and threats to the community. SWOT-analysis is one of the key initial materials for planning goals and activities for community development, whereas the task of a strategic document is to:

- enhance the existing potential of strengths;
- reduce or eliminate weaknesses and their causes;
- use as many external opportunities for development as possible;
- prepare for, adapt to, or mitigate external risks.

The results of the SWOT-analysis of the Konotop community, obtained during the dialogue sessions at the Center for Support of Internally Displaced Persons of the Konotop community, have been processed [12] (Table 1). The made conclusions allowed to form a vision of the Konotop community, which envisages transforming the community into a modern economic

center of Sumy region, ensuring comfortable living for the community residents, and developing it as a center of cultural and patriotic revival of the region. Vnukova N. [13] outlines the principles of forming

the competitiveness of border regions, which allowed, taking into account the vision, to outline the strategic goals of competitive sustainable development of the community, including the following areas (Table 2).

Table 1

SWOT-analysis of the Konotop urban territorial community	
Strengths	Weaknesses
Konotop's regional role as a logistics hub and district center	Deterioration of the demographic situation in the community due to population aging, increased mortality and migration
High-quality and clean water suitable for drinking	Worn-out housing stock and poor road surfaces
Developed sports infrastructure and high-quality coaching staff of sports institutions	Outdated communal infrastructure and deterioration of material and technical support for educational, medical and cultural institutions
Large material and technical base of industrial enterprises	Worn-out public transport fleet and lack of connections to the adjoining settlements and remote districts of Konotop
Rich historical heritage and developed network of cultural institutions	Lack of infrastructure to support entrepreneurship
The presence of a tram network, which is both a business card of the city and an environmentally friendly way of transportation	Lack of activities for family leisure, public areas and sports grounds in community neighborhoods
Large stock of community land resources for industrial and recreational development	High unemployment due to a decline in sales by local businesses and a mismatch between the labor market and educational demand
Developed network of secondary, vocational and out-of-school education institutions	Lack and poor quality of shelters and other civil defense facilities
High-quality provision of administrative, social and medical services	Lack of alternative energy sources to ensure the sustainability of the energy system
Compact urban planning with walking distance to key city services	Low level of community awareness due to lack of branding and low level of tourism development
A professional city council with a developed network of international partners and active grant fundraising activities	Lack of sorting practices among the population, lack of a solid waste landfill and the emergence of unauthorized landfills
Active community members united in a diverse network of civil society organizations	Neglected state of architectural and cultural heritage monuments
Preserved community environment	Low level of political cohesion and lack of interaction in the “government-community-business” triangle
High level of support for the Defense Forces and promotion of Ukraine's defense capabilities	Low level of safety due to lack of street lighting and ineffective security system in the community
	Low level of physical accessibility of community facilities
Opportunities	Threats
Launch of negotiations on accession to the European Union, which will expand export opportunities for businesses and opportunities to attract external financing for compulsory health insurance	Expansion of the territory of hostilities to Sumy region with possible occupation of Konotop community
Implementation of alternative energy sources to ensure the sustainability of the energy system	Destruction of critical community infrastructure due to Russian attacks
Integration of internally displaced persons who can expand the human resource potential of the community	Decrease in the working-age population and youth in the community due to migration, mobilization and lower birth rates
Development of local tourism and promotion of the community at the national and international levels	Decline in business activity, which will lead to a decrease in local budget revenues and an increase in unemployment
Attracting competitive investments in industry and agro-processing to restore the existing industrial base of the community and fill the local budget	Increased duration of blackouts in the community due to the destruction of energy facilities and the lack of a decentralized energy generation network
Development of vocational and lifelong education, involvement of branches of higher education institutions	Collapse of housing infrastructure and communications in the absence of modernization work
Development of small private aviation on the basis of existing community infrastructure	Deterioration of the environmental situation due to military operations, climate change and inefficient management of environmental resources
Development of sustainable urban mobility through the expansion of bicycle infrastructure and modernization of electric transport	Outflow of investment and capital from the community due to hostilities and lack of support from the authorities
Return and quality reintegration of veterans into community life	The deterioration of the socio-economic and psychological state of the population due to the ongoing war, macroeconomic factors and constant stress
Transformation Konotop into a key economic and political center of the region	

Achievement of the strategic goals of competitive development of Konotop town community is impossible without the support of stakeholders – special socially important groups, including local businesses, public organizations, educational institutions and community residents, etc. Shromnik A. [14] notes that social groups of an organizational and nonorganizational nature (trade unions, artistic, sports, ethnic, interest groups, etc.) “strongly influence on public opinion, the reasons and ways of behavior of other groups – partner, neighboring or other community groups”, thereby increasing the value of the region and living in it. Cooperation with them will facilitate the effective implementation of local government projects aimed at competitive community development, attracting investment, creating new jobs,

and developing infrastructure, which in turn will improve the standard of living and attractiveness of the community. In the face of unprecedented challenges facing local authorities, a difficult military, international and domestic socio-economic situation, the concept of stakeholders, i.e., those actors who have an interest in the development of a particular operating entity (enterprise, country, region), is becoming increasingly used [15]. The term “stakeholder” was introduced by E. Freeman, who defined stakeholders as individuals or groups of individuals who influence or are influenced by the goals of an organization; these are individuals or legal entities that are sincerely interested in the successful operation of a specific organization, in particular, in the development of a region [16].

Table 2

Tree of goals for the competitive development of Konotop urban community

Strategic goal 1: Economically capable community	Support for small and medium-sized enterprises
	Preservation of human resources potential
	Attracting investment in industry
	Effective management of municipal finances
Strategic goal 2: Sustainable community	Ensuring the operation of critical infrastructure facilities
	Reduced use of fuel and energy resources and CO ₂ emissions by increasing the share of renewable energy sources in the community's energy supply structure
	Providing high-quality drinking water in the water supply system and setting up the drainage system
	Responsible consumption and waste reduction through the development of a circular economy
Strategic goal 3: Comfortable community	Uniform spatial development
	Development of affordable housing and housing infrastructure
	Development of streets “from facade to façade” and accessibility of public spaces
	Accessible urban environment
	Development of sustainable urban mobility
Strategic goal 4: Safe community	Preservation and development of “green and blue” community infrastructure
	Support for the Defense Forces
	Development of security infrastructure under martial law
Strategic goal 5: aring community	Creating a safe urban environment
	Formation of a single educational space
	Development of the social services system
	Creating conditions for the provision of quality medical and rehabilitation services
Strategic goal 6: Recognizable community	Support for veterans and their families
	Development of culture and preservation of historical heritage
	Development of local tourism
	Promotion of the community brand
Strategic goal 7: Active community	Intensification of inter-municipal cooperation and international activities
	Development of the sports ecosystem
	Creating conditions for the development and leisure of young people
	Involving residents in decision-making and ensuring openness and transparency of local authorities

Stakeholder relationships are dynamic and complex interactions that are constantly evolving as the impact and business environment changes. These relationships are driven by human interaction, which means that individual values have a significant impact on them. Stakeholders, as noted in [17], include the following groups: investors, creditors, managers of the enterprise, employees of the enterprise, suppliers, consumers (clients of the enterprise), public and government organizations, since the successful operation of the enterprise is crucial for the well-being of the economic infrastructure of the region. According to the guidelines of the ISO 26000 Social Responsibility Management System, the category of stakeholders includes non-governmental organizations, local and regional communities, consumers, suppliers, subcontractors, customers, employees, shareholders, and others [18].

According to A. Mendelow's model, stakeholders can be classified based on two variables: their interests and their power [19] – the stakeholder's power determines his ability to influence the organization, the stakeholder's interest is determined by his desire to influence the organization.

Thus, the stakeholder model is: Stakeholder Influence = Power x Interest.

Community development stakeholders will be defined as individuals or groups of individuals who are interested in the sustainable development of the region, which involves active reconstruction and development of the community, raising funds from international donors, stimulating entrepreneurship, and providing quality services to all groups affected by the war.

Based on the gradation of actors related to the region, it is advisable to combine them into two large groups: internal and external stakeholders (Fig. 3).



Fig. 3. External and internal stakeholders in the development of the Konotop urban territorial community

Internal stakeholders include: groups that are directly located within the region, have a constant impact on its development and are involved in daily processes in the community. External stakeholders are groups that are located outside the region but influence its development through investments, partnership projects, financing, and other forms of cooperation.

The division into internal and external stakeholders helps to understand who directly shapes the economic, social, and cultural development of the region and who influences these processes from the outside. Let's form a matrix of project stakeholders by A. Mendelow, which classifies them based on two parameters: the level of power and the level of interest in a project or strategic development plan. This matrix divides stakeholders into four quadrants:

I – stakeholders who are highly influential but less interested in the details of strategic development. They need to be kept satisfied in order to avoid their

negative impact on the implementation of the developed measures;

II – stakeholders who have a high impact on the strategic development of the community and are interested in its implementation. They need to be kept informed and actively involved in the decision-making process;

III – stakeholders who have a high interest in development results, but their influence is limited. They need to be kept informed and involved in the process of implementing the planned activities;

IV – stakeholders with low influence and low interest in the strategic development of the community. They should be monitored but not actively involved.

This approach allows to classify stakeholders according to their importance for achieving the strategic goals of the region's development and allocate resources for their management according to their influence and interest (Fig. 4).

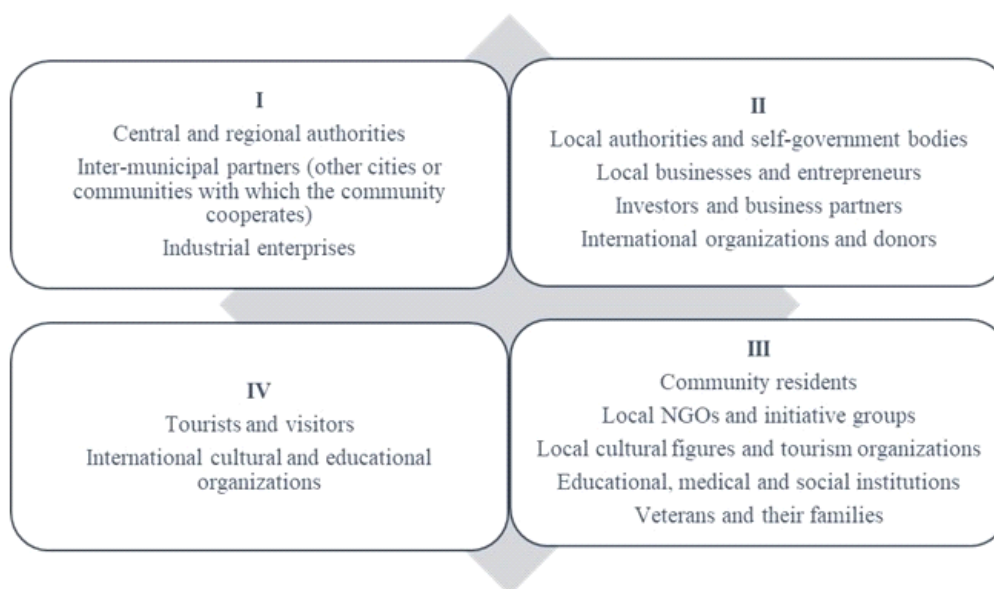


Fig. 4. Matrix of stakeholders of the strategy for managing the competitive development of communities of Konotop city territorial community

Therefore, the formation of a strategy for managing the competitive development of communities based on interaction with stakeholders involves the use of flexible approaches to planning in conditions of uncertainty and provides for constant communication, analysis of the needs and expectations of stakeholders, adaptation of the strategy to changes, active involvement of the public in the decision-making process, risk assessment, development of partnerships

and implementation of innovative solutions to ensure sustainable community development.

Based on A. Mendelow's matrix, possible tools for interaction with different groups of stakeholders have been substantiated, which allow to effectively manage interaction with stakeholders, paying more attention to those groups that have high influence and interest, while maintaining awareness and satisfaction of other key players (Table 3).

Table 3

Tools for interaction with different stakeholder groups

Stakeholder groups	Interaction tools	Expected results
I – High impact, low interest	Regular reports and presentations Personalized meetings Official inquiries and appeals Newsletters Forums and conferences	Support from stakeholders Reduction the risks of negative impact and opposition to initiatives Stakeholder satisfaction
II – High impact, high interest	Joint working groups and committees Round tables and seminars Consultations and public hearings Permanent meetings Memorandums of cooperation	Active participation in decision-making Improving the efficiency of project implementation Additional resources and investments
III – Low impact, high interest	Public meetings and forums Information campaigns through the media and social networks Public opinion polls Thematic workshops Public consultations	Support for local initiatives Increasing community involvement Awareness of the population and social groups
IV – Low impact, low interest	Information materials on websites Passive communication through the media Monitoring of public opinion Information brochures	Support at a minimum level Dissemination of basic information Preparation for possible future involvement

Thus, for the first group of stakeholders, interaction tools are aimed at motivating stakeholders to cooperate, the second group of stakeholders should be closely involved in existing projects, stakeholders of the third group should be informed to increase their involvement in projects, and with stakeholders of the fourth group, the main focus of involvement should be on establishing constant contact and involvement in future projects.

Conclusions

In the conditions of risks for frontline areas with significant infrastructure and economic destruction and a high level of uncertainty, it is important to develop strategies for competitive community development based on regular research of the needs of internal and external stakeholders to assess the impact of permanent environmental changes on their interests and priorities. It is important to maintain transparent communication with all stakeholder groups to ensure support at various stages of the implementation of the strategy for managing competitive community development and to maintain trust in the community development management processes. Stakeholder involvement in the decision-making process in the formation and implementation of a competitive development management strategy will help to deeply understand existing problems and improve the quality of management decisions to ensure the well-being of community residents and sustainable development.

Prospective areas for further research include the development of an integrated model of community recovery and development based on stakeholder mapping, which involves the process of identifying a list of key socioeconomic or political groups and their responsible role in the community.

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СТРАТЕГІЯ УПРАВЛІННЯ КОНКУРЕНТОСТІЙКИМ РОЗВИТКОМ ГРОМАД НА ОСНОВІ ВЗАЄМОДІЇ ЗІ СТЕЙКХОЛДЕРАМИ

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Стаття присвячена визначенню напрямів стратегії управління конкурентостійким розвитком громад на основі взаємодії зі стейкхолдерами в умовах децентралізації та глобальної нестабільності. Запропонований дуальний підхід, з одного боку, підвищує роль та значення ефективного управління розвитком місцевих громад як ключового фактору їх конкурентостійкості, з іншого, залучення стейкхолдерів до партнерства допомагає продукуванню управлінських рішень задля економічного зростання, створення робочих місць та покращення якості життя населення, та, в цілому, сприяє сталому розвитку громади. Обґрунтовано, що для формування ефективної стратегії управління конкурентостійким розвитком громад доцільно налагоджувати партнерські відносини зі стейкхолдерами (бізнес, громадські організації, мешканці тощо). За цим напрямом виконано дослідження потенційних пріоритетів і потреб/можливостей членів Конотопської міської територіальної громади у Сумській області на основі взаємодії зі стейкхолдерами. Стратегічні цілі конкурентостійкого розвитку громади встановлено на основі SWOT-аналізу. Визначено ключові завдання та тренди для розвитку Конотопської громади у середньостроковій перспективі. Доведено визначальну роль стейкхолдерів в процесі реалізації стратегічних цілей конкурентостійкого розвитку громади, що досягається за умови спільного планування та координації, інвестиційної, адміністративної та інформаційної підтримки. Відповідно до концепції стейкхолдерів у контексті управління розвитком громади наведено групи внутрішніх та зовнішніх стейкхолдерів, окреслено їх інтереси та вплив на процеси розвитку. Розроблено матрицю стейкхолдерів та запропоновано інструменти взаємодії для кожної групи стейкхолдерів, що дозволяють ефективно управляти залученістю стейкхолдерів, забезпечуючи їх підтримку проектів розвитку. Доведено та обґрунтовано, що стратегія управління конкурентостійким розвитком громад побудована на активному залученні стейкхолдерів на всіх етапах її формування та реалізації при ефективному плануванні та комунікації зі стейкхолдерами підвищує довіру до управлінських рішень в контексті забезпечення сталого розвитку громад.

Ключові слова: стратегія, управління, конкурентостійкість, розвиток, громада, стейкхолдери, інструменти.

STRATEGY FOR MANAGING THE COMPETITIVE DEVELOPMENT OF COMMUNITIES BASED ON INTERACTION WITH STAKEHOLDERS

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The article is devoted to determining the directions of the strategy for managing the competitive development of communities based on interaction with stakeholders in the conditions of decentralization and global instability. The proposed dual approach, on the one hand, increases the role and importance of effective management of local community development as a key factor in their competitiveness; on the other hand, involving stakeholders in partnerships helps to develop management decisions for economic growth, job creation and improvement of the quality of life, and, in general, contributes to sustainable community development. It has been substantiated that in order to form an effective strategy for managing the competitive development of communities, it is advisable to establish partnerships with stakeholders (business, public organizations, residents, etc.). In this area, a study of potential priorities and needs/opportunities of members of the Konotop Urban Territorial Community in Sumy region has been conducted based on interaction with stakeholders. The strategic goals of the community's competitive development have been set based on a SWOT-analysis. The key tasks and trends for the development of the Konotop community in the medium term have been identified. The authors have proved the decisive role of stakeholders in the process of implementing strategic goals of competitive community development, which is achieved through joint planning and coordination, investment, administrative and information support. According to the concept of stakeholders in the context of community development management, the groups of internal and external stakeholders have been represented, as well as their interests and influence on development processes have been outlined. A stakeholder matrix has been developed and interaction tools for each stakeholder group have been proposed, which allow for effective management of stakeholder involvement, ensuring their support for development projects. It has been proved and substantiated that the strategy of managing the competitive development of communities based on the active involvement of stakeholders at all stages of its formation and implementation with effective planning and communication with stakeholders increases the credibility of management decisions in the context of ensuring sustainable development of communities.

Keywords: strategy, management, competitiveness, development, community, stakeholders, tools.

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