

UDC 338.28:630
JEL: C38, F01, Q01, Q32

**THEORETICAL AND METHODOLOGICAL DOMINANTS
EVALUATION FOR POSITIONING RESULTS OF
TERRITORIAL COMMUNITIES
IN THE EAST OF UKRAINE**

Yuliia Rohozian

Doctor of Economic Sciences,
Deputy Head of the Department,
State Institution “V.K. Mamutov
Institute of Economic and Legal
Research of the National Academy of
Sciences of Ukraine”,
Kyiv, Ukraine
E-mail: j.s.rohozian@gmail.com
orcid.org/0000-0001-5325-4213

Daria Zabłodska

Candidate of Economic Sciences,
Junior Researcher,
State Institution “V.K. Mamutov
Institute of Economic and Legal
Research of the National Academy of
Sciences of Ukraine”,
Kyiv, Ukraine
E-mail: dariazablod@gmail.com
orcid.org/0000-0002-5670-597X

Pavlo Liashenko

Candidate of Economic Sciences,
Lead Economist,
State Institution “V.K. Mamutov
Institute of Economic and Legal
Research of the National Academy of
Sciences of Ukraine,
Kyiv, Ukraine
E-mail: paaaaaaaul13@gmail.com
orcid.org/0000-0001-6455-6831

Received: January 26, 2021

Accepted: February 9, 2021

DOI:10.31520/2616-7107/2021.5.1-6

Economics. Ecology. Socium, 2021
CC BY-NC 4.0 license

Introduction. The issues of increasing the local territories competitiveness in recent years have gained great importance, given the dynamics of trends in the economic ties localization. For Ukrainian territorial communities, especially suffering from the consequences of hostilities in the east of the country, an important task is to form their positive and attractive image by using such a marketing tool as the territory positioning. This process bases on the identification of unique economic, social and environmental characteristics that can create the foundation for the formation of a positive and attractive community image in order to increase its competitiveness.

Aim and tasks. The aim of the article is to substantiate the theoretical and methodical dominants evaluation for the positioning results of territorial communities in the eastern Ukraine to form their positive image and increase competitiveness. This aim reveals through the prism of tasks, which are to substantiate the architectonic foundations for positioning territorial communities, defining archetypal components for assessing the results of positioning territories and conducting their rating assessment.

Results. The analysis of foreign and domestic scientific and theoretical heritage demonstrates an insufficient level of research into the issues of theoretical and methodical support for assessing the results of the territorial communities positioning. It made possible to substantiate their architectonic theoretical and methodical dominants with the allocation of a basic and auxiliary level to obtain a positive effect. The article proposes the archetype of community positioning parameters, which display in 17 indicators in terms of sustainable development. This system of parameters formed the basis for the rating assessment of positioning results by defining quantified and reference indicators reflecting the current economic, social and environmental positions of the local territory.

Conclusions. The results of the rating assessment using the example of the Bilovodsk community confirmed the imbalance of its positioning between economic, social and environmental positions, with the latter being given priority. It proposes to solve this problem by adjusting the economic and social parameters of the community's positioning, changing the emphasis on those indicators of socio-economic development, that better characterize its unique features, which will help attract potential consumers and increase the level of its competitiveness.

Keywords: Positioning, territorial communities, parameters, rating score, indicators, positive image.

УДК 338.28:630

JEL: C38, F01, Q01, Q32

ТЕОРЕТИКО-МЕТОДИЧНІ ДОМІНАНТИ ОЦІНЮВАННЯ РЕЗУЛЬТАТІВ ПОЗИЦІОНУВАННЯ ТЕРИТОРІАЛЬНИХ ГРОМАД СХОДУ УКРАЇНИ

Юлія Rogozian

доктор економічних наук,
заступник завідувача відділу,
Державна установа «Інститут
економіко-правових досліджень
імені В.К. Макутова Національної
академії наук України»,
Київ, Україна
E-mail: j.s.rohozian@gmail.com
orcid.org/0000-0001-5325-4213

Дар'я Заблodsька

кандидат економічних наук,
в.о. молодшого наукового
співробітника,
Державна установа «Інститут
економіко-правових досліджень
імені В.К. Макутова Національної
академії наук України»,
Київ, Україна
E-mail: dariazablod@gmail.com
orcid.org/0000-0002-5670-597X

Павло Ляшенко

кандидат економічних наук,
провідний економіст,
Державна установа «Інститут
економіко-правових досліджень
імені В.К. Макутова Національної
академії наук України»,
Київ, Україна
E-mail: paaaaaaaul13@gmail.com
orcid.org/0000-0001-6455-6831

Отримано: 26 Січня, 2021

Прийнято: 9 Лютого, 2021

DOI:10.31520/2616-7107/2021.5.1-6

© Економіка. Екологія. Соціум, 2021
CC BY-NC 4.0 ліцензія

Вступ. Питання підвищення конкурентоспроможності локальних територій за останні роки набули великого значення з огляду на динаміку тенденцій локалізації економічних зв'язків. Для українських територіальних громад, особливо тих, що потерпають від наслідків військових дій на сході країни, важливим завданням постає формування їх позитивного та привабливого іміджу шляхом використання такого маркетингового інструменту як позиціонування території. В основі даного процесу – визначення унікальних економічних, соціальних та екологічних характеристик, які можуть стати основою для формування позитивного та привабливого образу громади з метою підвищення її конкурентоспроможності.

Мета і завдання. Метою статті постає обґрунтування теоретико-методичних домінант оцінювання результатів позиціонування територіальних громад сходу України для формування їх позитивного іміджу та підвищення рівня конкурентоспроможності. Основні завдання полягають в обґрунтуванні архітектонічних засад позиціонування територіальних громад, визначенні архетипних компонентів для оцінювання результатів позиціонування територій та проведення їх рейтингової оцінки.

Результати. Аналіз закордонної та вітчизняної науково-теоретичної спадщини продемонстрував недостатній рівень дослідження питань теоретико-методичного забезпечення оцінювання результатів позиціонування на рівні територіальних громад та дозволив обґрунтувати їх архітектонічні методичні домінанти з виокремленням базового та допоміжного рівня задля отримання позитивного ефекту. У роботі запропоновано архетип параметрів позиціонування громади, які відображаються в 17 індикаторах сталого розвитку. Дана система параметрів лягла в основу рейтингової оцінки результатів позиціонування за допомогою визначення квантифікованих та еталонних індикаторів, що відображують поточні економічні, соціальні та екологічні позиції локальної території.

Висновки. Результати рейтингової оцінки на прикладі Біловодської громади підтвердили розбалансованість її позиціонування між економічними, соціальними та екологічними позиціями з наданням пріоритетності останнім. Вирішити дану проблему запропоновано завдяки корегуванню економічних та соціальних параметрів позиціонування громади, зміни акцентів на ті індикатори соціально-економічного розвитку, які найкраще характеризуватимуть унікальні особливості території, що сприятиме привабливості до неї потенційних споживачів та підвищить рівень її конкурентоспроможності.

Ключові слова: Позиціонування, територіальні громади, параметри, рейтингова оцінка, індикатори, позитивний імідж.

Introduction. In recent years, the issues of increasing the territory competitiveness, not only at the national level, but also at the local level, have become increasingly important. The implementation of the decentralization reform components in Ukraine led to significant changes in its administrative-territorial structure, amalgamating territorial communities (hereinafter – TCs) and consolidating units in the regional context. Such innovations every year reinforce localization trends in the territory of our country, encouraging communities not only to achieve operational aims as part of their development strategies, but also to consider the entire process of the territory strategic planning through the prism of competitiveness. Undoubtedly, the highest concentration of financial and human resources will be observed on the territory of economically strong (capable) TCs, the unique characteristics of which can become the basis for the formation of a positive and attractive image, clearly stand out against the background of other administrative-territorial units.

Therefore, more and more communities begin to compare their strengths and weaknesses in comparison with other, most often, neighbouring territories. The above proves the relevance in the modern competitive environment of such an imperative for the TC development as the formation of its positive image, which appears possible due to the introduction of the main marketing tool – positioning – in the process of territorial planning, determines and emphasizes the importance of the chosen research problem.

Analysis recent research and publications. The issue of theoretical and methodical architectonics of local marketing has been studied quite widely by foreign and domestic scientists, including M. Florek and A. Insch [1], J. Milán-García, J. Uribe-Toril and J. Ruiz-Real [2], O. Hamim and S. Aninda [3], Z. Siryk, M. Pityulych and O. Chakii [4], M. Florek, M. Herezniak and A. Augustyn [5], I. Budnikevich and O. Kolomytseva [6], I. Zabłodska, K. Sieriebriak [7], etc.

Scientists focus on the use of such tools as SWOT-analysis, marketing environment analysis, consumer segmentation. However, the most modern and effective tool of territorial marketing is considered to be positioning, which

combines all of the above components, and the assessment of its results is an integral strategic component of a local area development.

The scientific works of economists and marketers contain fragmentary studies on obtaining the possible effect of successful positioning. Thus, the researchers H. Antonov, V. Tumina and O. Ivanova [8] believe that the indicators for assessing the results of positioning, its effectiveness both at the macro- and meso-level are the future reaction of consumers to the developed and implemented marketing activities. In general, experts consider several methods for assessing the effectiveness and efficiency of positioning: researching the opinions of consumers and competitors of the territory, trial marketing and building analytical models.

When studying the opinions of consumers and competitors, the image of a local territory in the minds of consumers (residents of this and neighbouring territories) is determined, that is, its position in a given period.

Current positions can view using dual-mind or poly-mind maps, which schematically represent a pool of thoughts and judgments of consumers about a wide range of positioning parameters, which it is advisable to group together according to their intended purpose or the nature of the residents' impact. Test marketing, according to scientists, makes it possible to determine the economic feasibility of introducing one or more provisions of the positioning strategy (if any) in the study area. The main place gives to the analysis of the economic parameters of the community positioning, therefore this method can form an idea of possible changes in key economic indicators during the implementation of measures aimed at creating a positive image of the territory.

The construction of analytical positioning models also bases on the results of analysing information about existing and potential consumers, but its conclusions draw up graphically into a specific basic three-dimensional model that imitates the object of research. With the passage of time and the introduction of certain measures aimed at creating a unique image of the territory and the level of its investment attractiveness, another model forms that reflects these changes.

The base and derivative (new) models visually superimpose on each other, analyse, conclusions draw about the effectiveness or ineffectiveness of the implementation of measures, and make the appropriate management decisions [8].

Of course, the ultimate aim and the main criterion for the positioning effectiveness is a unique and positive image of the territory in the minds of its target consumers, which, ultimately, reflects in the indicators of socio-economic development. Therefore, G. Karvitska [9] formed an indicators system for the effectiveness of territorial marketing, which included socio-economic indicators, materials of territorial ratings and the results of stakeholders' surveys in the territory development.

Economist of Belarusian origin N. Osypenko [10] in her works proposed a universal methodology for assessing the competitive positions of marketing research objects (goods, enterprises, territories) in the perception of consumers. It can be used to assess the effectiveness of positioning territories (including local ones), which allows determine the achievement degree of the positioning aim, identify the reasons for changing positions, and highlight the most powerful competitors. Thus, the researcher proposes to focus on determining the competitive structure of the market based on the size of the territory, objects of imaginary geography, smart specialization of the territory [10].

Highlighting previously unresolved issues that are part of a common problem. While positively assessing the scientific cases of the aforementioned authors, it should notes that their weak side is universality, since the process of positioning a territorial community is complex and multivariate. Even the process of determining the parameters of positioning as a key component for the positive image formation of the community should take into account many factors, since its vital activity that regulates by administrative, organizational and other framework provisions. The results of a detailed analysis of this pool of the world and domestic scientific works indicate a fragmentary research of the scientific and theoretical aspects of the local territories positioning (most often – regions). It leaves without attention the important issues of theoretical and methodical

support for assessing the positioning results at the level of territorial communities, which determines the topic and the aim of this research.

Aim and tasks. The aim of the article is to substantiate the theoretical and methodical dominants evaluation for the positioning results of territorial communities in the eastern Ukraine to form their positive image and increase competitiveness. This aim reveals through the prism of tasks, which are to substantiate the architectonic foundations for positioning territorial communities, defining archetypal components for assessing the results of positioning territories and conducting their rating assessment.

Results. Traditionally, a territory with a high level of economic development (behind which there are specific statistical indicators) is considered attractive, however, for positioning aims, it is important to consider each territorial community not only from the point of view of management, but also as a place convenient for life and recreation. If we consider the TC from this angle, then its attractiveness can be assessed through the prism of the result (effect) from positioning and take into account the ability of community to accumulate the resources of the economic, social and environmental components of sustainable development. In which direction of positioning to move will depend on the specific TC, however, it is advisable to highlight the architectonic foundations of this process, highlighting its basic and auxiliary (derived) level, which rely on to obtain a positive effect (Fig. 1).

The baseline positioning results are based on a triad of sustainable development components, therefore dedicated to achieving economic, social and environmental impact. The economic component of the positioning performance is associated with the creation of the most favourable conditions on the territory of the TC for the implementation of economic activities in comparison with other communities.

The result can be an increase in TC income and an increase in its ability due to an increase in the level of investment and entrepreneurial activity, an increase in sales of branded goods, as well as an improvement in the investment climate in the community.

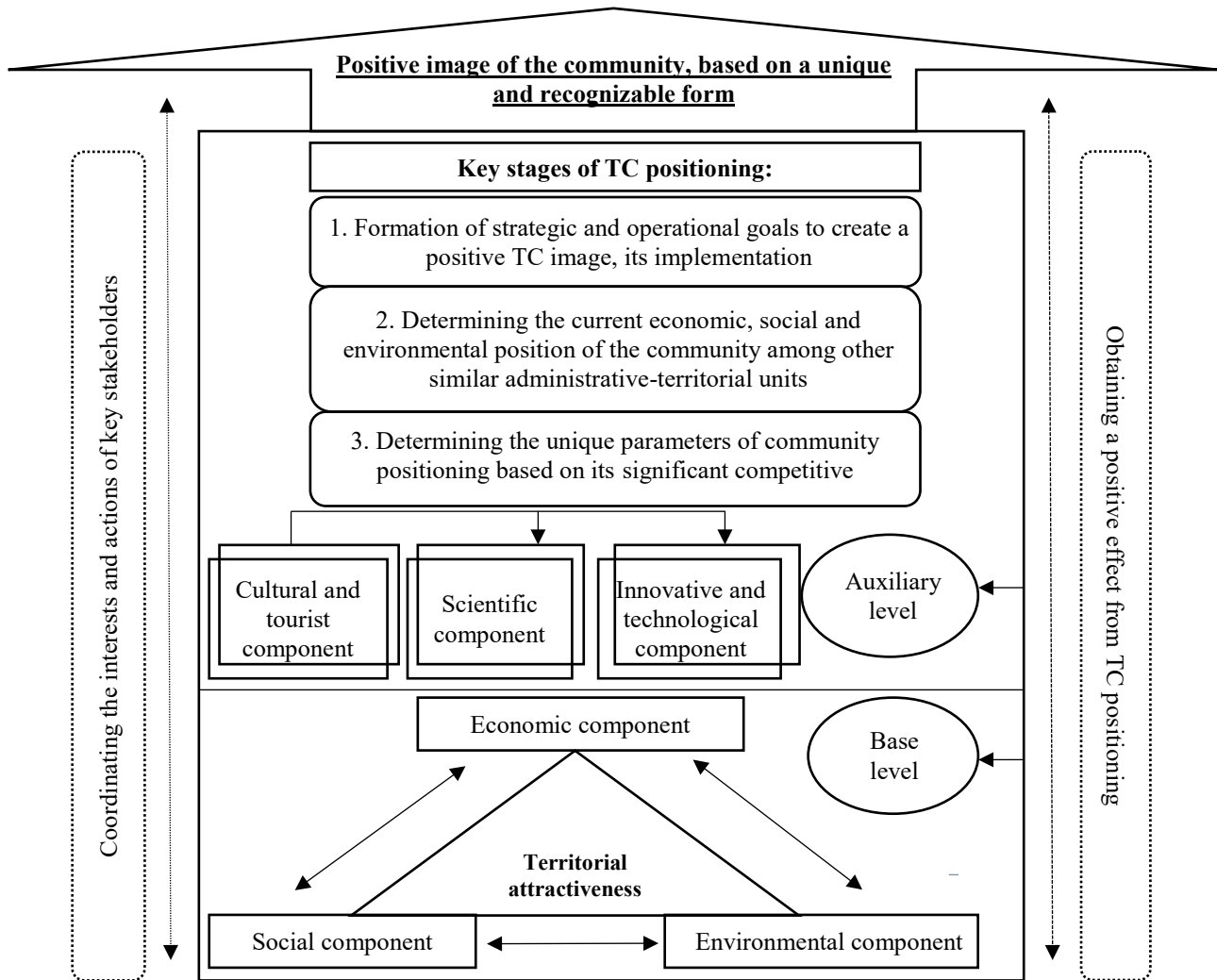


Fig. 1. Architectural foundations for the territorial communities positioning

Source: created by authors

Potential environmental outcomes implicate in the natural characteristics of the community, the combination of which can form a unique environmental proposition with the aim of attracting visitors and investors

The positive effect can be in reducing the volume of pollution of the atmosphere, land, water with harmful components, reducing the amount of waste and increasing the ergonomics of production, introducing environmentally friendly technologies in industry, preserving natural ecosystems (parks, reserves, individual plantations). In general, it will make possible to form tourist and investment attractive direction of the community development.

Another group of positioning results is auxiliary (derivative) in relation to the basic ones and may contain the results of cultural and tourist destinations. They closely intertwine with the previous ones and provide for the

formation of a tourist attractive territory based on the existing historical, geographical and cultural features, including the popularization of festive and historical events, historical and cultural monuments and famous personalities who personify a particular community and form its unique image.

Obtaining such results can become an effective basis for the eastern communities of Ukraine (Luhansk and Donetsk regions) to create a creative incubator or hub on their territory, capable of attracting additional investments in the future and making communities recognizable not only in Ukraine, but also abroad. The results of the scientific positioning direction will accompany by an increase in scientific and technical information, development and research by institutions located on the TC territory. The Silicon Valley Model has become a welcome benchmark for

both national and local territories in the context of the innovative incubators creation. The resulting effect for the communities of the Luhansk and Donetsk regions will consist in strengthening cooperation between representatives of higher educational institutions, scientific institutions and the business environment, preserving scientific potential, enhancing the quality of production of fundamental and applied research, etc. In addition, the focus on this result from positioning will contribute obtaining an economic, social and environmental effect and will allow residents of the community to take part in it [6; 11-13].

The innovative and technological component for the effectiveness of community positioning can become the basis for the development of high-tech activities (computer and information services, aerospace and pharmaceutical products, etc.), as well as for the introduction of innovative research developments in the activities of business entities located in the community. The future effect may be to accelerate the automation of production processes, the development of high-tech sectors of the economy, the growth and introduction of new knowledge, skills and

abilities into the TC life, etc. Modern challenges of globalization force us to focus primarily on technological innovation, but the introduction of new technologies in the real sector of the economy and to the management system of communities, especially those located near the demarcation line in eastern Ukraine, an important and necessary task arises to ensure their competitiveness and sustainable development [14-15].

The need to obtain positive results from the positioning of territorial communities in the eastern regions of Ukraine determines the importance of priority concentration on the three main components of their sustainable development: economic, social and environmental, on the basis of which representatives of each community will be able to form a unique and recognizable image of their territory [7]. Considering the fact that the statistical data of Ukrainian territorial communities are just being formed, it is advisable to propose archetypal components (parameters and indicators), which will become a practical basis for assessing the results of positioning territorial communities in eastern Ukraine (Table 1).

Table 1. Archetypal components for assessing the positioning results of communities

Sustainable development component	Positioning parameters of territorial communities and indicators that reflect them
A. Economic	A.1. The parameter "Provision of financial and budgetary capacity": incomes and expenses of the general fund per 1 inhabitant, UAH; level of subsidized budgets (share of base / reverse subsidies in income),%
	A.2. The parameter "Entrepreneurial potential formation": number of enterprises (large and medium-sized businesses) per 1000 people of the population, units; number of private entrepreneurs (small business) per 1000 people of the population, units; average monthly salary, UAH.
	A.3. The parameter "Development of the engineering and transport infrastructure system": share of hard-surface roads in the total length of roads of the territorial community, %; share of households provided with centralized water supply in the total number of households in the territorial community, %; share of households provided with centralized gas supply, in their total number, %.
B. Social	B.1. The parameter "Development of the social infrastructure system and the provision of services to the population": number of social infrastructure institutions that are supported by the budget of local governments per 1000 people, units; number of general practitioners, family doctors per 1000 population, units.
	B.2. The parameter "Demographic community development": number of births and deaths per 1000 people, people.
C. Environmental	C.1. The parameter "Use of the natural-geographical and ecological potential": share of pollutants emissions into the air in the general educational regional volume, %; number of the natural reserve fund objects, units.
	C.2. The parameter "Use of the unique historical and cultural heritage": number of the history, architecture, archeology monuments, units; number of ongoing projects in 2019 aimed at increasing the tourist and recreational potential of society, units.

Source: created by authors

In order to form the theoretical and methodical dominants for assessing the marketing tools results in the management local system, it is advisable to test the proposed system of indicators. It should conduct a rating assessment for the positioning results of territorial communities in the eastern Ukraine using the example of the Bilovodsk village community located in the Ukrainian part of the Luhansk region. It was chosen as the object of research due to the experience presence of almost four years after its creation. This unit bases on the available statistical indicators and reflects in the attempts of community representatives to position this territory as the capital of Ukrainian stud farms, using

favourable natural and geographical conditions, the presence of a unique historical and cultural heritage, as well as significant tourist and recreational potential.

In this article, the research bases on the indicators of the Bilovodsk TC positioning, reflecting the economic, social and environmental components of its development as of January 1, 2021 by analysing analytical materials, statistical collections and reporting data presented on the official community website. The results of this analysis require quantification and calculation of the weighted average values of indicators in a certain positioning parameter, taking into account their multivariance (Table 2).

Table 2. The rating assessment data for the positioning results of the Bilovodsk TC

Group of positioning parameters in terms of sustainable development	Positioning parameters	Values of quantified positioning indicators	Average weighted values of indicators in a certain parameter	Community rating in a certain group of positioning parameters
		Xn_i	Xn_i^j	R_n
A. Economic	A.1.	0,364	0,456	1,475
		1,000		
		0,004		
	A.2.	0,071	0,437	
		1,000		
		0,240		
	A.3.	0,618	0,632	
		0,278		
		1,000		
B. Social	B.1.	1,000	0,529	0,675
		0,059		
	B.2.	0,592	0,796	
		1,000		
C. Environmental	C.1.	0,003	0,362	1,124
		0,694		
	C.2.	1,000	0,514	
		0,003		

Source: calculated by authors

The calculation of quantified positioning indicators of Bilovodsk TC (Xn_i) was carried out according to the following formula:

$$Xn_i = \frac{X_i}{Xmax_i} \quad (1)$$

where X_i – the value of the studied i-th indicator, which characterizes the corresponding parameter state of the community positioning;

$Xmax_i$ – is the reference (best) value of the i-th indicator in the set of the corresponding j-th parameter of community positioning.

Based on quantified indicators, the values of indicators reflecting the state of the community positioning in a certain parameter (Xn_i^j) were also calculated using the weighted average method. The final value of the rating assessment of the studied community in the context of the economic, social and environmental group of positioning parameters R_n determines by the formula:

$$R_n = \sqrt{(1 - Xn_i^{Aj})^2 + (1 - Xn_i^{Bj})^2 + (1 - Xn_i^{Cj})^2} \quad (2)$$

where $Xn_i^{A,B,C,j}$ – weighted average values of indicators in the economic, social and environmental group of community positioning parameters.

The group of positioning parameters of the Bilovodsk territorial community with a low R_n value in the rating table is the best. Therefore, according to the results of the rating assessment for the research period, the community has the strongest social positions that demonstrate a high level of the social infrastructure system development and the provision of services to the population although demographic trends in the development of society require improvement.

In terms of social positions, environmental groups lag very slightly behind the ecological ones, which indicates an insufficient use level of the natural-geographical and ecological potential of community. In comparison with its rich unique historical and cultural heritage, with the objects of which the studied community now identify, contributes to an increase in the tourist and recreational potential of this unit and Luhansk region as a whole.

The current economic position of the Bilovodsk community requires a fundamental strengthening in terms of the formation of its entrepreneurial potential, in particular, an increase in the number of large and medium-sized businesses per 1000 people and an increase in average monthly wages.

The implementation of such a marketing tool as positioning aims at strengthening the competitive position, first of all, of the eastern communities of Ukraine by creating the desired incentives for potential consumers to use it as a place of residence, business or recreation [6-7]. To achieve this aim, it is necessary to go through a rather difficult path: from determining the current economic, social and environmental positions to programming a positive perception of a particular TC by its current and potential consumers. In this context, the stage of assessing the positioning results of the territorial community plays a key role, which will help answer the following questions: Have the community members chosen the correct strategic guidelines (goals, priorities, objectives) for its successful positioning among other competing communities?

Do the selected positioning parameters correspond to the real achievements and characteristics of community? Is there a balance between the economic, social and environmental positions of the territory?

Given the lack of scientific and analytical research to assess the results of positioning the territorial communities of Ukraine, it proposes to implement it by applying seven parameters, which reveal through the indicators of economic, social and environmental TC development. The approbation of the indicators system carries out on the example of the Bilovodsk community of the Luhansk region. This is an administrative-territorial unit, which first needs to form a positive image. The rating assessment for the positioning results of this community confirmed the imbalance of this process between its economic, social and environmental positions, with the latter being given priority.

Conclusions. Undoubtedly, the obtained assessment results are natural, given the close proximity of the location of this community to the zone of active hostilities, the negative consequences of which were the destruction of the powerful industrial potential of Donbas (economic positions), most of the social and transport infrastructure (social positions). Its negative impact undermines the stable life of residents, affected the image of not only the territorial units of Luhansk and Donetsk regions, but also the country as a whole.

While agreeing with the opinion of Ukrainian officials on the unquestioning importance of ending hostilities and restoring critical infrastructure, it is important for local government representatives not to wait for decisions from central government bodies. They should to act decisively in the context of accumulating attractive reputation capital, since over time the problem of forming a positive image of the eastern territories of Ukraine is only exacerbated, conserving negative associations in relation to the Luhansk and Donetsk regions.

In this context, the studied Bilovodsk community is making great efforts, since it tries to focus the attention of key stakeholders in its development precisely on those positions that are currently the best.

Therefore, the historically formed legacy of the Bilovodsk territory has found a competent expression in the direction of positioning this community as the capital of the stud farms of Ukraine and as the only one in European countries where there are horse farms in the architectural face of the 18th century.

Thus, positioning arises as an extremely necessary and important process specifically for the eastern local territories of Ukraine, given their reputational losses due to the war and the concentration of socio-economic and environmental problems that require immediate solutions. Indeed, with the help of competent positioning, each territorial community can significantly improve its existing positions, become recognizable, attractive and unique against the background of other 1,438 amalgamated communities in Ukraine. It is possible to improve the position of this

community by adjusting certain economic and social parameters of positioning, changing the emphasis on those indicators of socio-economic development that better characterize the unique features of a given territory, will be able to attract potential target consumers to it and increase its level of recognition. For this, it is extremely important to start the process of forming a positive image of the Bilovodsk communities as well as its neighbours. It should identify the factors of positive and negative influence on their current positions, forming their image concept as well as programming a positive attitude of the target audience to the image of each community in Luhansk and Donetsk regions. This process is vital as taking into account the interests of the communities' stakeholders, which requires further fundamental and applied scientific research, taking into account the best European cases.

REFERENCES

1. Florek, M. & Inch, A. (2020). Learning to co-create the city brand experience. *Journal of International Studies*, 13(2), 163–177. <https://doi.org/10.14254/2071-8330.2020/13-2/12>
2. Milán-García, J., Uribe-Toril, J., Ruiz-Real, J.L., & de Pablo Valenciano, J. (2019). Sustainable local development: an overview of the state of knowledge. *Resources*, 8(1), 1-18. <https://doi.org/10.3390/resources8010031>
3. Hamim, O.F., Aninda, S.S. & Hoque, M.S. (2021). Suitability of pavement type for developing countries from an economic perspective-using life cycle cost analysis. *International Journal of Pavement Research and Technology*, 14, 259-266. <https://doi.org/10.1007/s42947-020-0107-z>
4. Siryk, Z., Popadynets, N., Pityulych, M., Chakii, O., Irtysheva, I., Panukhnyk, O. ... Lysyak, N. (2021). Decentralization of local self-government under the conditions of administrative-territorial reform in Ukraine. *Accounting*, 7, 1-10. <https://doi.org/10.5267/j.ac.2021.2.006>
5. Florek, M., Hereźniak, M., & Augustyn, A. (2021). Measuring the effectiveness of city brand strategy. In search for a universal evaluative framework. *Cities*, 110. Retrieved from: <https://www.sciencedirect.com/science/article/abs/pii/S026427512031427X?via%3Dihub> <https://doi.org/10.14254/2071-789X.2018/11-2/3>.
6. Budnikevich, I., Kolomytseva, O., Krupenna, I., & Zablodska, D. (2021). Positioning of the Amalgamated Territorial Communities of Ukraine through the Sustainable Development in the Conditions of Military Actions. *Problemy Ekorozwoju*, 16 (1), 103-112. <https://doi.org/10.35784/pe.2021.1.11>
7. Zablodska, I., Sieriebriak K. & Bielousova L. (2020). Cartesian coordinate system as a positioning tool of amalgamated territorial communities in Ukraine. *Time description of economic reforms*, 4, 30-37.
8. Antonov, H.D., Tumina, V.M. & Ivanova, O.P. (2020). *Strategic management of the organization: a tutorial* (2nd ed.), Moscow: Infra-M.
9. Karvitska, G.V. (2016). The use of territorial marketing tools in the region: efficiency assessment. Discussion. *Economic sciences*, 1(64), 30-36.

10. Osypenko, N.A. (2018). *Methodological support of positioning of goods of the textile industry in the market of the Republic of Belarus* (Ph.D. thesis). Belarusian State Economic University, Minsk, Belarus.

11. Pukala, R., Vnukova, N., Achkasova, S., & Smoliak, V. (2017). Improvement of the methodology for assessing the capital adequacy to cover the reinsurance default risk. *Economic annals-XXI*, (165), 152-156.

12. Novakovsky, L., Novakovska, I., Bredikhin, O., Stetsiuk, M., & Skrypnyk, L. (2019). Risks and problems of forming united territorial communities in Ukraine. *Agricultural Science and Practice*, 6(2), 66-75. <https://doi.org/10.15407/agrisp6.02.066>

13. Tkachenko, Y. U., & Kulyk, Y. U. (2019). Decentralization and territorial consolidation in ukraine as the latest trend of the global partnership. *Financial and credit activity: problems of theory and practice*, 1(28), 414-421.

14. Sira, E., & Pukala, R. (2020). Management of agriculture innovations: Role in Economic Development. *Marketing and Management of Innovations*, 2, 154–166. <https://doi.org/10.21272/mmi.2020.2-11>

15. Adamisin, P., Pukala, R., Chovancova, J., Novakova, M., & Bak, T. (2016). Fullfilment of environmental goal of the strategy Europe 2020. Is it realistic?. In 3rd *International Multidisciplinary Scientific Conference on Social Sciences and Arts, SGEM 2016* (pp. 181-188).