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MANAGEMENT SERVICES IN THE POST-WAR RECOVERY OF THE ECONOMY BASED ON REGIONAL URBANISATION AND INTER-INDUSTRY INTEGRATION OF ENTERPRISES

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УПРАВЛІНСЬКІ ПОСЛУГИ В ПОВОЄННОМУ ВІДНОВЛЕННІ ЕКОНОМІКИ НА ЗАСАДАХ РЕГІОНАЛЬНОЇ УРБАНІЗАЦІЇ ТА МІЖГАЛУЗЕВОЇ ІНТЕГРАЦІЇ ПІДПРИЄМСТВ

The article explores the main transformations that the sphere of management services has undergone in the context of administrative activities of state authorities and local self-government bodies, in response to the impact of the war. The current scientific understanding of management in the public service system, including its advantages and problems, is considered in the context of ensuring post-war recovery processes. The specifics of the regulatory and legal

framework for management services during the post-war economic recovery, including the standardization of their procedures, the expediency of providing them for a fee, and their accessibility, are examined. The intangible basis of administrative services in the economic recovery processes of enterprises, as well as characteristics such as individuality, legislative regulation, public nature, provision upon request, the authoritative nature of the provider, and a focus on the realisation of rights, are outlined.

It has been determined that military challenges intensify urbanisation processes and their negative consequences, leading to significant changes in their level in regions and the role of cities, the formation of new agglomerations, the overload of urban infrastructure, the transformation of employment structures, and social tensions. It has been established that the effectiveness of post-war economic recovery processes in the regions requires state planning aimed at creating a balanced and sustainable model for the provision of public services that takes into account the growing needs of enterprises of various sizes in cities. It is argued that regional urbanisation in wartime has taken on a dynamic, crisis-like character in the country, necessitating a reevaluation of the role and potential of management services in implementing integrated approaches to post-war recovery, with consideration for the sustainability of enterprises.

It is justified that, in extreme conditions of uneven urbanisation changes and various resource constraints in the regions, it is the state and local authorities that play a key role in post-war economic recovery. It is noted that the implementation of relevant programs can achieve its goals through the unification, interconnection, and coordination of state institutions and procedural mechanisms for managing services of enterprises in various industries, creating a unified system for post-war recovery. Integrated approaches to implementing public services in the post-war recovery of the regional economy, based on the principles of inter-sectoral integration, are proposed. The advantages of inter-sectoral coordination of post-war economic recovery in the regions are identified as increasing the competitiveness and efficiency of enterprises, reducing costs,

ensuring stability and flexibility in conditions of extreme change, and the implementation of which allows the resources, knowledge, and competencies of different sectors to be combined to achieve common goals.

У статті проаналізовано трансформації, яких зазнала сфера управлінських послуг в комплексі розпорядчої діяльності органів державної влади та місцевого самоврядування під впливом війни. Розглядається сучасне наукове розуміння управлінських в системі державних послуг, переваги і проблеми, до яких призводить в контексті забезпечення процесів повоєнного відновлення. Досліджено специфіку нормативно-правового забезпечення управлінських послуг в період повоєнного відновлення економіки за ознаками стандартизації їх процедур, доцільності платного надання, доступності. Окреслено нематеріальну основу управлінських послуг в процесах економічного відновлення підприємств та такі ознаки як індивідуальність, законодавче врегулювання, публічний характер, надання за зверненням, владна природа надавача, спрямованість на реалізацію прав.

Визначено, що унаслідок воєнних викликів зростає інтенсивність процесів урбанізації та їх негативних наслідків, що призводить до значних змін її рівня в регіонах і ролі міст, формування нових агломерацій, перевантаження міської інфраструктури, трансформації структури зайнятості та соціальної напруженості. З'ясовано, що результативність процесів повоєнного відновлення економіки в регіонах вимагає державного планування, спрямованого на створення збалансованої та стійкої моделі надання системи державних послуг, яка враховує зростаючі потреби підприємств різного масштабу міст. Аргументовано, що регіональна урбанізація в умовах війни набула в країні динамічного, кризового характеру, вимагає переосмислення ролі і потенціалу управлінських послуг в реалізації інтегрованих підходів повоєнного відновлення з урахуванням стійкості підприємств.

Обґрунтовано, що в екстремальних умовах нерівномірності урбанізаційних змін і різного роду ресурсних обмежень в регіонах саме державним і органам самоврядування належить ключова роль у повоєнному відновленні економіки. Зазначено, що реалізація відповідних програм може досягти цілей при об'єднанні, взаємозв'язку та координації державними інституціями й процедурними механізмами управлінських послуг дій підприємств в різних галузях для створення єдиної системи повоєнного відновлення. Запропоновано інтегровані підходи до реалізації функцій державних послуг в повоєнному відновленні економіки підприємств регіонів на сталих принципах міжгалузевої інтеграції. Визначено перевагами міжгалузевої координації повоєнного відновлення економіки регіонів в підвищенні конкурентоспроможності та ефективності підприємств, зниженні рівня витрат, забезпеченні стійкості й гнучкості в умовах екстремальних змін, реалізація яких дозволяє об'єднати ресурси, знання та компетенції різних галузей для досягнення спільних цілей.

Keywords: urbanisation, management services, region, post-war recovery, enterprise, integration, inter-sectoral complex.

Ключові слова: урбанізація, управлінські послуги, регіон, повоєнне відновлення, підприємство, інтеграція, міжгалузевий комплекс.

Problem and its connection with important scientific or practical tasks. The current stage of significant political, social, and economic transformations in the country is marked by destruction and instability, yet also by expectations for post-war recovery and further growth. The complex process of rebuilding destroyed infrastructure, promoting economic development, and stabilising the environment and society is a crucial factor in strategic security. Sustainable cities can be considered key centers that provide housing and infrastructure, produce sustainable and comfortable environments, coordinate activities, attract investment, and establish favorable conditions for cross-sector

economic activity. Inconsistent legislation in recovery mechanisms, budget problems, a shortage of qualified specialists, combined with the absence of a nationwide plan for objective needs and the urgent, research into public services for the development of solutions regulating the rights and obligations of citizens and businesses, the specifics of creating deep connections, and the coordination of actions between different sectors of the economy for the formation of a unified, interconnected economic complex is becoming increasingly relevant.

Analysis of recent research and publications. Scientific works by both foreign and domestic experts examine the role of state regulation of enterprises in various sectors of the economy in emergencies, the impact of its services on restoring the previous state and ensuring further development of regions after conflict, eliminating the consequences of war, and the formation of stability in conditions of urban growth and limited resources, in particular by R. Benem, J. Jacobs, G. Lasswell, C. Landry, O. Mayer, G. Wright, G. Simon, E. Toffler, F. Hayek, V. Averianov, S. Artobolevskyi, K. Afanasiev, O. Bondarenko, K. Voitsitska, O. Gavriiliuk, N. Grynychuk, O. Datsii, E. Demskyi, M. Zvarych, O. Kinash, O. Kovbasa, I. Koliushko, S. Krasnopiorova, Yu. Kuts, V. Mamonova, O. Melnyk, N. Omelchenko, V. Rach, T. Repetska, I. Semeniuk, L. Serhiienko, V. Sychoy, V. Udovychenko, O. Chaplyhin, N. Yurchenko, and others.

Formulation of the objectives of the article. The article aims to systematise aspects and reevaluate the role of management services in the context of post-war economic recovery in the regions. The emphasis is on the manifestations of the mutual influence of regional urbanisation, inter-sectoral integration, and public services in supporting enterprises in tough operating conditions.

Presentation of the main research material. The essence of the socio-economic category «service» is defined in scientific literature as the result of the direct interaction between its provider and consumer, or the result of the activity of the former aimed at satisfying the needs of the latter. The existence of different approaches to interpretation explains the variability of interpretation and definition, including as any purchase [7] or any object that is not a commodity, or works [6], a

set of measures aimed at creating favourable conditions for the realisation of rights [1], activities of entities that do not take a material form and satisfy specific needs [11], the result of labour activity reflected in a beneficial effect [12], any paid services, the obligation to obtain which is established by law [11]. The advantageous impact, experienced during the provision process, is characterized by its intangibility, direct interaction between the supplier and the consumer, indivisibility, variability, and short-lived nature, rendering it impossible to visualize or reclaim. Services are systematized and grouped according to standard features, properties, and characteristics for analysis, accounting, and effective management. Services provided by the state and local governments are in the public sphere, which is fundamentally different from services in the private sector, where they aim to expand their range as much as possible. The former are based on the opposite principle – the state only does what the private sector cannot or should not do [11].

The type of provider determines, among other things, the services provided by the public sector, which are clearly classified by law as state (managerial and administrative) and municipal. Unlike administrative services, which are aimed at a specific natural or legal person, management services are part of public services, which are provided to an indefinite group of persons and are adopted in the form of decisions regulating the rights and obligations of citizens (organisations) and have a broader, regulatory nature as one of the most common and important types of administrative procedures. Characteristic of the country at the present stage is the movement towards transformation into the state for the people, the democratic vector of which lies in the fact that it is an organisation at the service of society, providing management services - various actions aimed at creating conditions for citizens to exercise their rights and freedoms [7] or it is the regulatory activity of authorised bodies (executive power and local self-government) provided for by law, carried out at the initiative of individuals and legal entities, aimed at realising their rights, freedoms and legitimate interests [12]. Their system must be structured to ensure consumer comfort and minimize time expenditure.

The concept of «management services» was proposed in the Concept of Administrative Reform in Ukraine and the Concept of Administrative Law Reform, which were primarily related to the stage of development of public life and legislative regulation of the activities of public authorities. Further development of this concept in the domestic scientific literature has not resulted in a consensus on its definition, highlighting the contentious nature of the subject matter. Researchers frequently interpret administrative services as the operational activities of a governmental entity concerning the formulation and execution of policies aimed at regulating a particular economic sector or aspect of social life; the relevant term is seldom utilized in official documents of the country [13]. There is no consensus on the use of definitions, and the essence of state, municipal, management, public, and administrative services is either used as synonyms or, conversely, distinguished in contrast to the administrative law of Western countries, where the category of «management services» is developed in legislation, doctrine, and practice [3].

Legislation in the field of governance, among existing classifications and approaches to understanding the content, clearly defines the term «public services» as combining the concepts of «management services» and «administrative services», which contains the result of the performance of functions by state bodies in fulfilling the state's obligations to citizens. The Ministry of Economy's e-services portal features a Guide to Public Services, which combines, among other things, management proposals based on the lists of the DiiaRegister portal, the Centres for Administrative Services (CNAPs) platforms, and Diia Centres [6;10]. The main criteria for distinguishing them from different types of state activities are: by the subject of implementation – provided by executive authorities and local self-government bodies; by the subject of the initiative – at the request (application) of a natural or legal person; by type of budget – provided at the expense of both the state and local budgets; by function of the state – supportive, aimed at the realisation of rights, freedoms and legitimate interests, the fulfilment of duties defined by law; by the results of the exercise of authority by an

authorised entity – the adoption of an individual administrative act. A group of scholars [1;7;11] clarify the interpretation of management services as the content of the functional activities of a state body in relation to the development and implementation of state policy on the regulation of a specific sector of the economy or social life, as opposed to administrative services, which are the actions of the executive mechanism (its apparatus) to ensure the interests and freedoms of individuals and legal entities in the context of legally defined procedures for the implementation of their powers, which are specified in regulatory legal acts [6]. Other researchers [4;5] consider them to be part of public services, the provision of which is related to the exercise of governmental powers. It is precisely the regulation of the activities of the executive branch, local self-government bodies, and the institutions and organisations they have created in the sphere of relations with citizens that will contribute to the consistency of terminology. Public services encompass a broader concept than administrative services, including those provided by state institutions in areas such as education, healthcare, and other essential services. In addition, scholars [11] in another area have determined that it is more accurate to speak only of public services provided by executive authorities, state institutions, and organisations, which are public in nature and generally considered public. Among these, administrative services provided by executive authorities and local self-government bodies are distinguished, as well as services offered by state and municipal institutions and organisations – public non-administrative services.

In the context of the issues identified in the article, the following questions are relevant in scientific research: the specifics of the regulatory and legal framework for the provision of management services during the post-war recovery of the country's economy, their standardisation, the expediency of payment, improving their quality and accessibility, and improving the list of distinguishing features, both general and specific, under the influence of urbanisation in the regions and, where necessary, the development of forms of inter-sectoral integration of enterprises. Regional urbanisation processes are characterised by an increase in the proportion of the urban population and the spread of the urban lifestyle within a given region, marked by the growth of cities and urban

agglomerations, reflecting the uneven development of centres, with some becoming more urbanised and others less so, as observed in the current reality of martial law [15]. War causes mass population displacement, leading to a temporary or permanent increase in the urban population in safer regions of the country, especially in the west and centre. Along with population growth, host cities and regions are characterised by a significant burden on local infrastructure and administrative service centres. In some areas of the country affected by active hostilities, the level of urbanisation is declining due to population outflow, while in regions that have become reception centers, it is increasing. As a result of population displacement, some settlements may evolve into new urban agglomerations, necessitating a review of national and regional development strategies. The impact of urbanisation during the war in the country is reflected in changes to the structure of employment in the regions, as large numbers of people receive administrative support services, seek and are involved in work related to defence, humanitarian assistance, and other services in cities. The role of cities as centers of reception and life support of the population in the country is growing, which the state should direct to prevent negative impacts and exacerbation of inequality, excessive concentration in the central cities of the regions and their suburban areas, and imbalance of urban forms of employment and social behavior in the regions [13]. The high level of urbanisation in the eastern and southern regions has made these regions the most vulnerable during the war, leading to large-scale migration flows, while others are becoming the main recipients of a significant number of internally displaced persons.

The complex conditions of continuous transformation of the functional structure of cities as open, dynamic, self-organising systems in the country's regions, the adaptation of the planning structure to a constantly changing environment, the redevelopment of cities, the construction of new transport routes, the creation of industrial, scientific and production zones and residential areas, the renovation of buildings, etc., complicate the dynamics of their development [14]. There is an urgent need for a conceptual update of the state model of dynamic

cities capable of self-development and development without urban planning difficulties, open dissipative and interactive systems that are governed by positive feedback, consist of a significant number of interacting subsystems that change their state under the influence of internal (transformation of sectoral and planning structures, differentiation of the urban environment, the city's outward expansion and the formation of satellite city rings) and external factors (related to changes in the country, region, industry, production and territorial complex, which are higher-level systems and also have the property of self-development, globalisation processes) [8]. Cities as interactive nonlinear systems never reach a state of equilibrium; they are constantly changing and evolving from one state to another, exhibiting properties of nonlinear development according to the laws of dissipative structure, which organises and strengthens itself and is difficult to manage rationally [13;14].

The distinctive features of military urbanisation in the country's regions are characterised by an increase in the urban population due to migration, the concentration of resources and residents in large cities – centres of resistance, the agglomeration of towns with the simultaneous expansion of their territories, mainly due to the emergence of new military or defence facilities [15]. The presence of a large population in wartime focuses the attention of state authorities, complicates the planning of military operations, and creates challenges for urban infrastructure. Cities that were previously mainly centres of economic development are now becoming centres of military operations, which can lead to significant destruction, including the destruction of urban infrastructure.

Regional urbanisation in wartime is characterised by unevenness, instability, and the forced nature of processes closely linked to the formation of post-war recovery potential and the planning of urban areas in the country with the participation of governments at various levels and international organisations, taking into account security principles and the digitalisation of management services, inclusive and energy-saving technologies [10;14]. At the same time, regional urbanisation processes require adaptation, flexibility, crisis-resistant state

policy, constant monitoring of large-scale internal migration, social dialogue, and a comprehensive policy of spatial planning and inter-sectoral integration of enterprises [3]. Regional urbanisation, provided that the state regulates processes promptly, can ensure the post-war recovery of enterprises and the country's economy as a whole [2;4]. It has significant potential to drive business development through the concentration of people and resources, thereby accelerating the urban development of enterprises, creating jobs, and generating investments. Urbanisation creates a large market of consumers and labour, which is a powerful incentive for the creation and expansion of enterprises in the region, especially in the service and manufacturing sectors, as well as inter-sectoral integration. Cities and urban agglomerations attract business through access to infrastructure, management services, logistics, scientific and educational institutions, as well as through the clustering effect.

The high concentration of enterprises and skilled personnel in cities contributes to innovative activity in the regions, the development of knowledge-intensive industries, and the creation of new mechanisms for inter-sectoral integration as a process of uniting different sectors to create a unified, interconnected system for achieving common goals through the creation of concerns and the combination of production facilities, which will ensure survival, optimisation of production processes, effective recovery and the sustainability of positive changes [14].

The country has developed a robust and comprehensive recovery plan that has received praise and support from international partners and sets an ambitious yet entirely realistic goal: to leap from a transitional (transit) economy to a developing economy by 2032 [3]. To implement this strategy, foreign investors will be attracted through the Advantage Ukraine electronic platform, which provides updates on investment projects and opportunities in priority sectors of the economy, as well as inter-sectoral forms of integration with a potential of over USD 45 billion, accompanied by offers of the necessary management services. The state reforms carried out to improve their accessibility and quality are aimed at

improving the investment climate and business environment in terms of corporate governance, simplifying establishment and licensing procedures, resolving competition issues, increasing the efficiency and transparency of public procurement, and strengthening the anti-corruption architecture have not led to improved investor confidence or demand for financing due to the uncertain security situation, frequent changes in government and senior officials, and excessive lawmaking. Solving problems related to recovery productivity, further efficiency, and sustainable development of enterprises directly depends on the technological and operational neutrality of regulatory mechanisms and management service procedures, as this will promote greater dynamism among new start-ups, vigorous growth, alternative financing, and a more diversified economy of the inter-sectoral complex. The reasons and advantages of inter-sectoral integration of enterprises during the post-war recovery period are as follows [7;9;14]:

- improving efficiency by optimising production chains, reducing raw material and logistics costs,
- strengthening competitive positions by creating powerful associations that can compete more effectively and efficiently in the market,
- diversifying activities to reduce dependence on a single industry, thereby reducing risks,
- improving coordination between different departments and entities,
- creating new opportunities for the development and implementation of innovative technologies, as well as the shared use of resources and infrastructure.

Depending on the specifics of the industries that are the subject of cross-sectoral integration, the level of technological development, and market conditions for recovery, the main innovative vectors of inter-sectoral integration of enterprises may be the use of digital platforms to bring together suppliers, manufacturers and consumers in a single environment, the formation of partnership-based environmental systems with the shared use of big data and artificial intelligence, and the development of inter-sectoral clusters [8;10]. At the same time, the

application of digital technologies contributes to the modification of traditional business models, which improves conditions for a faster response to environmental changes and stimulates innovative processes, providing opportunities for the release of new customer-oriented products.

Integrated enterprises are distinguished by a system that creates sustainable competitive advantages and increases competitiveness through a complex of investments in the production sphere, combining the effectiveness of participants' innovative economic activities and encouraging employees to acquire new knowledge and competencies, ultimately achieving strategic goals. The development of clusters in recovery through an effective network and knowledge infrastructure can enable enterprises to cooperate, promote the development of links between industry and science, and deepen inter-sectoral interaction through coordination with policies to encourage foreign direct investment, small and medium-sized enterprises, regional development, and their level of urbanisation for synergy of potentials.

Conclusions and further essearch. To summarize, the system of providing management services is a crucial component of the state power and public administration system, playing a key role in the post-war economic recovery process through the regulation of regional urbanisation and the inter-sectoral integration of enterprises. The improvement of terminology, conceptual apparatus, and their distribution is the scientific basis for determining their characteristics and criteria, as well as the principles of provision, quality, and accessibility of procedures. This also includes measures to improve the legislative and regulatory framework for their provision by state bodies in the context of digitalization. The growing importance of cities, their spread within a given region, new emphases on adaptability, flexibility, their crisis resilience in regional urbanisation in wartime, which are manifested through infrastructure overload, changes in urban population levels, the formation of new agglomerations, and changes in the structure of employment, which together require improvements in the procedures for the provision of services by state bodies and mechanisms for preventing negative

manifestations have been identified. It has been demonstrated that the benefits of cross-sectoral integration of enterprises in the post-war economic recovery process, considering the uneven pace of regional urbanisation, include enhanced competitiveness and efficiency, expanded sales markets, development of new products, cost reduction through synergy, and increased business stability and adaptability in conditions of extreme changes through resource pooling, knowledge sharing, and expertise, as well as a better understanding of the interrelationships in a real-life situation. Prospects for further research in this area include identifying urbanisation factors in the post-war economic recovery of the country's regions under extreme conditions of inter-sectoral integration of enterprises.

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