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## **ORGANIZATIONAL MECHANISM FOR MANAGING THE DEVELOPMENT OF INTELLECTUAL POTENTIAL OF THE REGION IN THE CONTEXT OF ENSURING SUSTAINABLE DEVELOPMENT**

This article delves into a comprehensive analysis of the structure underpinning the organizational mechanism designed for managing the development of a region's intellectual potential, specifically within the framework of sustainable development goals. It posits that the confluence of Ukraine's ongoing digital transformation and the increasing challenges posed by forced population displacement necessitates the establishment of a novel, robust system for managing intellectual potential. This system should function as a pivotal instrument in bolstering the regional economy, fostering innovation, and enhancing overall societal well-being. The article meticulously identifies the key stakeholders involved in this crucial process of managing a region's intellectual potential. These stakeholders extend beyond the traditional boundaries of regional state authorities and local governments to encompass leading enterprises within the region, higher education institutions, and public administration structures.

Furthermore, the article elucidates how the coordinated actions of all these stakeholders involved in managing the development of intellectual potential can catalyze significant positive changes. These changes include a fundamental shift in societal attitudes towards the education system, emphasizing the importance of quality training for specialists across various fields. It also highlights a transformation in the consciousness of managers operating within industrial enterprises and scientific service institutions, promoting a culture of innovation and continuous learning. Ultimately, these collective efforts contribute to raising the overall educational and cultural level of the region's population, fostering a more informed and engaged citizenry. The authors contend that this influence is not unidirectional but rather a mutually reinforcing cycle, where advancements in one area positively impact others. A thriving civil society, the article argues, is intrinsically linked to the active engagement of the spiritual and intellectual energy of its population, particularly those groups who play a vital role in creating and transmitting the nation's cultural heritage, established patterns of behavior, and a shared system of moral and ethical guidelines. The article also delineates the specific activities undertaken by state authorities and local self-government bodies in the development of intellectual property rights (IPR), including social planning, forecasting, design, and programming initiatives. It is clearly demonstrated that the trajectory of a region's intellectual potential development is inextricably linked to the overarching priorities of its regional economy, emphasizing the need for strategic alignment.

The article concludes by establishing that the realized intellectual potential of a region is not merely an abstract concept but a tangible asset, its intellectual capital. This capital is actively utilized, can be traded or leveraged, and crucially, generates tangible benefits in the form of innovative intellectual activity and valuable intellectual property. Moreover, this intellectual capital is embodied in the specialists who possess a wealth of universal knowledge and the capacity to address the strategic challenges that are essential for ensuring the priorities of sustainable regional development are met. By recognizing and nurturing this intellectual capital, regions can pave the way for long-term growth, innovation, and enhanced quality of life for their inhabitants.

**Keywords:** intellectual potential, development of intellectual potential, region, mechanisms of public administration, organizational mechanism, subjects of management, sustainable development.

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## **ОРГАНІЗАЦІЙНИЙ МЕХАНІЗМ УПРАВЛІННЯ РОЗВИТКОМ ІНТЕЛЕКТУАЛЬНОГО ПОТЕНЦІАЛУ РЕГІОНУ В КОНТЕКСТІ ЗАБЕЗПЕЧЕННЯ СТАЛОГО РОЗВИТКУ**

У статті проаналізовано структуру організаційного механізму управління розвитком інтелектуального потенціалу регіону в контексті сталого розвитку. Обґрунтовано, що в умовах цифрової трансформації в Україні, збільшення процесів вимушеного переміщення населення має бути сформована нова система управління розвитком інтелектуального потенціалу як одного з головних інструментів регіональної економіки. Визначено, що суб'єктами управління розвитком інтелектуального потенціалу регіону стають не тільки регіональні органи державної влади, органи місцевого самоврядування, а й провідні підприємства регіону та заклади вищої освіти, а також структури публічного управління.

Доведено, що в результаті узгоджених дій усіх суб'єктів управління розвитком інтелектуального потенціалу в суспільстві докорінно змінюється ставлення до системи освіти, до підготовки фахівців, змінюється свідомість керівників промислових підприємств і установ наукового обслуговування, підвищується освітній та культурний рівень населення регіону. На думку авторів, це – взаємообумовлений вплив. Розвинуте громадянське суспільство не можливе без залучення духовної енергії інтелектуальних груп населення, які створюють та транслюють національні та культурні цінності, зразки поведінки, систему морально-етичних настанов. Визначено, що діяльність органів державної влади та місцевого самоврядування щодо розвитку ІІР полягає у реалізації соціального планування, соціального прогнозування, соціального проєктування та соціального програмування. Показано, що розвиток інтелектуального потенціалу регіону залежить від пріоритетів регіональної економіки.

Встановлено, що реалізований інтелектуальний потенціал регіону стає його інтелектуальним капіталом, його активом, який використовується, продається і обов'язково приносить вигоду у вигляді результатів інтелектуальної діяльності та інтелектуальної власності, а також в особі тих фахівців, які володіють універсальними знаннями і можуть вирішувати поставлені перед ними стратегічні завдання забезпечення пріоритетів сталого регіонального розвитку.

**Ключові слова:** інтелектуальний потенціал, розвиток інтелектуального потенціалу, регіон, механізми публічного управління, організаційний механізм, суб'єкти управління, сталий розвиток.

**General problem statement and its relevance to significant scientific and practical challenges.** Amidst complex security challenges and the reorientation of state regional policy, ensuring the transfer of knowledge and innovation has become a priority in regional socio-economic development programs. Recognizing the region's intellectual potential is crucial, not only as a driver of economic growth but also for improving the quality of life for the region's population. The full-scale war has led to a 'brain drain' due to internal and external professional mobility, an aging of

knowledge holders, and young people pursuing more prestigious and financially rewarding professions.

Consequently, there's a growing need to substantiate and develop modern conceptual approaches and practical recommendations for managing the development of the region's intellectual potential. The urgency for theoretical and methodological exploration and justification of effective mechanisms for managing this development is increasing. These mechanisms should operate by considering all factors and conditions that contribute to accelerating this process and ensure progressive and sustainable regional development.

Therefore, the task of analyzing promising directions for preserving, accumulating, and utilizing the region's intellectual potential in the context of war and post-war reconstruction in Ukraine becomes relevant for public administration science.

**Review of recent studies and publications that have addressed this problem and form the basis of the author's work.** The development of a region's intellectual potential has become a topic of interest for several researchers, including O. Veretennikova [1], V. Gunko [2], L. Dyba [3], O. Dykan [4], S. Maniv [5], O. Molina [6], T. Nosova [7], P. Pererva [8], V. Petrenko [9], I. Revak [10], V. Tkachenko [11], G. Chumachenko [12], and others. While the majority of publications focus on the economic aspects of developing a region's intellectual potential, the influence of management entities on the implementation of this process has not yet received significant attention from researchers.

**Formulation of the article's objectives (defining the tasks).** The purpose of this article is to define the elements of an organizational mechanism designed to manage the development of a region's intellectual potential, which is seen as crucial for sustainable development.

**Presentation of the main material of the research with a full substantiation of the obtained scientific results.** Effective management of a region's intellectual potential (hereinafter referred to as IPR) involves a set of targeted actions aimed at maximizing its capacity. This capacity, at a given stage of development within a specific time and place, enables the region to leverage its existing intellectual resources to achieve its development priorities. These priorities are based on a combination of knowledge, information, innovative technologies, intellectual property, and the ability to set and achieve goals, which is a continuously evolving process. Let's explore the responsibilities of each entity involved in managing IPR development. The entities responsible for managing the development of a region's intellectual potential (IPR) extend beyond regional state authorities and local governments. They also include leading regional enterprises, higher education institutions (HEIs), and public administration structures. This broad involvement stems from the integration of education, science, and production. Through the coordinated efforts of all these entities, society experiences a shift in attitudes towards the education system and the training of specialists. Additionally, the awareness of managers in industrial enterprises and scientific service institutions increases, and the educational and cultural level of the region's population rises. We believe this is a mutually reinforcing relationship. A developed civil society cannot exist without engaging the intellectual energy of its population, particularly those groups who create and transmit national and cultural values, behavioral norms, and a system of moral and ethical guidelines.

Naturally, regional state authorities and local self-government bodies are key stakeholders. They determine the priority areas for development across all aspects of life in the region, including the economy, scientific research, innovation, and educational policy. The activities of state authorities and local self-government bodies in relation to IPR development encompass social planning, forecasting, design, and programming. In line with the State Strategy for Regional Development until 2027, dated August 5, 2020, No. 695 [13], regional and local authorities, along with local self-government bodies, establish socio-economic development priorities, identify the need for specialist training (and consequently, the direction and forms of educational development), guide scientific research, determine areas for innovation implementation, and define the composition of organizational structures that support these activities (Table 1).

Table 1

**Implementation of IPR development management functions  
by state authorities and local governments**

Areas of activity	Functions			
	Planning	Organization	Motivation	Control
Social planning	Socio-economic development	Structures and directions of implementation of scientific, innovative and educational policy	Determination of incentives for intellectual activity	Monitoring the state of implementation of indicators of socio-economic development
Social forecasting	Vision of the future state of the region	Vision of the organizational environment of intellectual activity	Vision of benefits investments in intellectual activity	Monitoring the growth rate of the region
	Forecasting the future involves taking into account multicomponent factors, since it is their interaction that will determine the historical prospects of scientific and technological progress and its social consequences, their human dimension. In the future society, not only the task of acquiring new knowledge and mastering it in the process of continuous education, but also its human and technological application (including in medicine and healthcare, in the education of the younger generation and social security, cultural and spiritual spheres) should dominate.			
Social project	Creation of models for the design of the living space of the region	Implementation of social technologies for the reproduction of IPR	Designing a motivational climate, increasing the prestige of intellectual activity	Identification of risks and barriers to the development of the intellectual sphere
Social programming	Setting development priorities	Development of regional programs	Gifted Youth Support Program	Monitoring the implementation of development programs

Regional authorities, along with central authorities, and in collaboration with leading enterprises and higher education institutions in the region, determine the priority areas of the region's economy. This process takes into account the region's unique characteristics, such as its socio-economic system, the development of its industry and agriculture, and the state of its resource potential, including Intellectual Property Rights (IPR).

These priorities can be categorized as follows:

- Priorities for sustainable development.
- Priorities set at the state level, which serve to establish strategic guidelines on a national scale.
- Regional priorities, as their name suggests, focus on the specific needs and goals of the region.
- Sectoral priorities, which reflect the specific scientific and technical development needs of various sectors of the national economy.
- Priorities that represent the opinions and perspectives of the scientific community, which exist independently of central or regional level priorities.

Market priorities, which are driven by market conditions for scientific and technical products [14].

When establishing these priorities, it's crucial to focus on medium- and long-term forecasts.

Simultaneously, the current state of intellectual potential and the existing system of innovative, scientific research, and educational activities within the region must be considered.

National goals and priorities for socio-economic development are outlined in the Decree of the President of Ukraine “On the Sustainable Development Goals of Ukraine for the period up to 2030” [15] and are further specified in the State Strategy for Regional Development for 2021-2027 [13]. The National Report “Sustainable Development Goals: Ukraine” [16] identifies promising tasks for adapting the 17 global Millennium Sustainable Development Goals, taking into account Ukraine’s specific national development context by 2030, as approved by the UN. These include ensuring economic growth, social justice, and the rational use of natural resources. The ongoing implementation of the Millennium Sustainable Development Goals is currently under discussion.

When creating a system of regional priorities, it's essential to ensure that technological development aligns with the country's socio-economic development goals and contributes to improving the population's standard of living.

Furthermore, when setting priorities, it's important to consider the existing structure of the region's scientific and technical sphere, available resources, technological capabilities for implementing chosen areas, the establishment of sectoral strategies, and the prospects for the development of specific fields of science and technology. Preference should be given to developing technologies that can achieve the highest scientific results, have broad practical applications, contribute to the production of high-tech goods and services, and possess competitive advantages in regional, national, and global markets.

This implies that conditions should be created to attract resources from the business sector to finance relevant areas, thereby promoting technological development in selected priority areas. Given limited resources, the selection of priority technologies and development projects should be focused. Preference should be given to developing areas that can provide the maximum return.

The formulated goals and objectives of sustainable development must align with the actual priorities of economic entities, primarily the state, regions, and communities. Otherwise, the chosen priority technologies may not be utilized by participants in the scientific and technological process. When selecting priorities, it's crucial to consider that all innovative, institutional, organizational, and financial priorities for the development of promising industries must be viewed within the context of the most actively developing markets.

The selection of regional development priorities should be based on the following principles:

- Connection with state priorities, ensuring continuity in the methodology for selecting and using state lists.
- Consideration of regional specifics, including existing scientific developments in the region, demand for innovations from regional enterprises, and the socio-economic needs of the region.
- Formation of a coordinated vision among regional stakeholders.
- A reasonable number of selected regional priorities for scientific and technological development (no more than 15–20).
- A combination of medium-term and long-term tasks when forming a list of priorities, with estimated implementation periods ranging from 5–10 to 20 years or more.

Of course, the choice of these priorities is significantly influenced by security conditions and the timing of the end of the war.

***The conclusions drawn from this research and the potential for future investigations in this field.*** The realized intellectual potential of a region transforms into its intellectual capital, a valuable asset that is utilized, can be sold, and consistently generates benefits. These benefits manifest as the results of intellectual activity and intellectual property, as well as in the expertise of specialists equipped with universal knowledge. These individuals are capable of addressing the strategic challenges necessary to ensure the priorities of sustainable regional development are met.

Integrating the management of IPR development into the list of main goals and objectives for the region's socio-economic development broadens the scope of management responsibilities and alters the functions and structure of relevant services. Consequently, one of the most critical functions of managing the initial development of a region's intellectual potential, particularly given the increasing importance of the human factor in modern production, becomes managing the development of the intellectual potential within higher education institutions. These institutions play a vital role in training highly qualified personnel for knowledge-intensive industries.

Considering the points above, the primary and most challenging issue facing regional authorities is determining the optimal approach to managing the development of the region's intellectual potential. This management must focus on the preservation, development, and transfer of knowledge and innovations. Successfully implementing the process of managing the initial development of a region's intellectual potential allows it to achieve a qualitatively new level of progress.

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