

MARKETING PRINCIPLES OF REGIONAL DEVELOPMENT: EU EXPERIENCE AND IMPERATIVES FOR UKRAINE

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Introduction. Regional development is a key element in ensuring socio-economic stability and increasing a country's competitiveness. In the context of globalisation and growing inter-regional competition, the need to find effective approaches to managing regional development becomes particularly relevant. In this context, marketing strategies, mechanisms and tools are effective tools for creating a positive image of territories, attracting investment, stimulating economic activity and improving the quality of life of the population.

In the context of this study, a comprehensive analysis of the experience of EU countries facilitates the identification of several key aspects of marketing technology implementation that should be adapted to Ukrainian realities. This is a significant aspect given the necessity to intensify regional development in Ukraine as a fundamental element in enhancing economic sustainability, attracting investment and establishing favourable conditions for the reconstruction and modernisation of infrastructure, as well as creating a positive image of the regions through effective branding, which will assist in strengthening national identity and attract international support in the process of post-war recovery.

Analysis of recent research and publications. A significant number of Ukrainian scientists have conducted in-depth research on the formation of marketing principles of regional development, taking into account the EU experience and the possibilities of its application in Ukraine. In particular, a team of authors from the Research Institute for Strategic Studies consisting of S. Bila, Y. Zhalilo, O. Shevchenko, and V. Zhuk highlighted the prerequisites for introducing innovative approaches to the formation of a new regional policy, modernising the system of management of socio-economic development of regions, including taking into account European experience [1]. Professor I. Budnikevych and her fellow researchers have provided substantiation for the theoretical and practical aspects of municipal marketing as a philosophy of territorial management in the context of adapting European experience for Ukraine [2; 3]. Researchers T. Borysova and G. Monastyrskyi identified the institutional foundations and marketing imperatives of sustainable development, particularly in the context of Ukraine, with a focus on the European experience [4]. The study of methodological bases for adaptation of the principles of circular economy for sustainable development and increase of global competitiveness of the EU through the use of marketing mechanisms, as well as the adoption of advanced European experience by Ukraine, is the field of research interests of O. Kuzmin, O. Melnyk, N. Horbal, etc. [5]

A team of scientists from Polissia National University (T. Zinchuk, N. Kutsmus, T. Usiuk, O. Kovalchuk, O. Prokopchuk) have identified the strategic priorities of the modern EU cohesion policy. These can be

included in the strategy for ensuring the economic well-being of Ukraine during the recovery period. In this strategy, a significant role is given to marketing aspects [6]. P. Pyvovar, P. Topolnitsky, L. Zabaranna, and A. Pyvovar have substantiated the strategic vectors of rural development through the prism of transformational changes caused by Ukraine's European integration intentions, using marketing tools for modelling the concept of sustainable development [7].

In the research of Professor T. Ustik, regional marketing is positioned as a component of the sustainable development strategy, with an emphasis on the challenges and opportunities facing the regions of Ukraine [8]. Professor I. Storonianska and representatives of her scientific school have deepened the scientific bases and studied the practical tools of the smart regional development strategy in the EU countries, outlined the potential areas for implementation of the best examples of European practice in Ukrainian realities [9; 10]. O. Bochko substantiated the marketing principles of creating the competitiveness of the regional economy, focusing on the European principles of regional development [11]. A team of researchers headed by Professor V. Kuibida has thoroughly studied the mechanisms of the EU regional policy and the possibility of extrapolating positive experiences to the territory of Ukraine [12].

The influence of the Russian-Ukrainian war on the regional development strategy, organisational and institutional support for the development of mechanisms and tools for the post-war recovery of Ukraine using innovative, marketing and digital technologies is the subject of scientific research by S. Bilous-Serhieieva, S. Davymuka, E. Kachmarskyi, I. Leshchukh, D. Matrunchyk, M. Melnyk, Y. Stetsko, Y. Kharchenko and other well-known economists [13–18].

Consequently, the aforementioned scientific studies, in conjunction with numerous others, furnish invaluable recommendations for the implementation of European experience in the domain of regional development in Ukraine. These recommendations underscore the significance of marketing approaches for enhancing the competitiveness and sustainable development of regions.

The extant literature on the marketing principles of regional development, drawing upon the EU experience and the possibilities of its application in Ukraine, is unambiguously characterised by significant scientific developments and indicates the pertinence of the topic under study. Concurrently, further research is required to analyse the adaptability of European models of regional marketing to Ukrainian realities. This analysis must take into account the globalisation and security challenges that occur under martial law and have a decisive impact on the effectiveness of the formation of marketing strategies and their implementation in the context of Ukraine's European integration intentions.

Objectives of the article. The purpose of the article is to study the marketing principles of regional development in the EU countries, to analyse their effectiveness and adaptation potential for Ukraine, taking into account current socio-economic and security challenges, and to substantiate the imperatives for implementing European approaches to the use of marketing tools in strategic planning of regional development, attracting investments and improving the economic dynamics of Ukraine's regions.

The main material of the study. The European context of the region, which is extrapolated to the galaxy of domestic scientific arguments, is binary in nature, since the region is interpreted, on the one hand, as “a political and geographical territorial-administrative unit that is part of the state and has defined administrative boundaries, the corresponding constitutional and legal status and the scope of its powers”. On the other hand, it is interpreted as “a subnational level of government within the national institutional system of organisation of power” [6, p. 348]. The domestic official version of the region has two aspects. Firstly, it coincides in essence with its European counterparts. Secondly, it identifies it with a separate administrative-territorial unit of the state. Accordingly, the Law of Ukraine “On the Principles of the State Regional Policy” interprets this concept as “the Autonomous Republic of Crimea, oblasts, cities of Kyiv and Sevastopol” [19], i.e., attention is focused exclusively on the geographically defined administrative division of territorial units.

In contemporary lexicography, a region is defined as “a territory distinguished by certain characteristic features (geographical, ethnographic, economic, etc.), that is, attention is not focused on the geographical feature, but is complemented by other, no less important criteria of regional division” [20, p. 520]. In this interpretation, the region, as a certain socio-economic and spatial integrity, is the object of political and managerial influence of regional policy.

Studies have shown that regional development is a comprehensive, targeted process of economic, social, environmental and infrastructure changes within a given territorial-administrative unit, aimed at increasing the

region's competitiveness, balanced use of resource potential, improving the quality of life of the population and ensuring long-term sustainable growth.

The overarching objective of the state regional policy until 2027 is to enhance the socio-humanitarian, economic, and spatial cohesion of Ukraine, thereby augmenting the level of security and well-being of citizens. This is to be achieved by addressing the needs of regions and hromadas in the restoration of infrastructure and the modernisation of the economy, guided by the principle of "better than it was", whilst ensuring the effective utilisation of the internal potential of territories and the establishment of a system of democratic, decentralised, and inclusive multi-level governance [21]. Within the framework of this strategic document, the main priorities of regional development for the period up to 2027 include the following key positions, in which marketing has an undeniable place, namely: the recovery of business activity and economic growth based on the internal potential of territories and regional intelligent specialisations; the involvement of citizens in decision-making at national, regional and local levels; the creation of partnerships, the development of intermunicipal, interregional and cross-border co-operation; the promotion of economic development [21].

To summarise the aforementioned points, it is important to note that in modern conditions, the process of regional development requires an integrated approach. In this integrated approach, marketing is identified as a strategic tool of great importance. This is because it is able to attract investment, stimulate socio-economic activity and improve the quality of life of the population. The present process of reorientation of the prevailing model of regional development to the principles of sustainability, in accordance with the Sustainable Development Goals of Ukraine until 2030 [22], is accompanied by the integration of the marketing concept of management of socio-economic systems, the technology of which provides for the argumentation of certain benchmarks that must be followed. In this context, the coherence of marketing imperatives is a determining factor in ensuring the spatial development of regional systems, and the marketing imperative approach should be considered one of the levers for forming the concept of sustainable development of the regional economy [23, p. 85–86].

The experience of European Union countries in using marketing tools for regional development is one of the most successful in the world, as evidenced by stable economic growth and increased competitiveness of individual territories. Thanks to an integrated approach that includes strategic planning, territory branding, development of tourism potential, attraction of foreign direct investment and effective communication with local communities, EU regions have been able to create favourable conditions for the development of small and medium-sized enterprises, support for innovation clusters and technology parks. As indicated above, this in turn contributes not only to enhanced economic performance, but also to the improvement of the quality of life of citizens, in particular by means of the facilitation of access to quality education, healthcare, cultural and social services. It is important to note that marketing tools, such as the creation of unique regional brands focused on local features, contribute to the formation of a positive image of the territories in the international arena, thereby attracting tourists and expanding economic opportunities, ensuring sustainable development and social cohesion in the long run.

The primary marketing instruments employed for regional development within the European Union are outlined in Table 1.

It is evident that territorial branding is predicated on the unique cultural, historical, natural and economic characteristics of individual territories and regions. The objective of this branding is to create a recognisable and positive image, with the aim of effectively attracting investors, tourists and new residents, thereby stimulating socio-economic development. The key instruments of territorial branding comprise the development of distinctive logos, symbols, colour schemes and slogans that reflect the character of the region and its competitive advantages. The integration of local brands into global cultural, sporting and business events, such as festivals, international competitions, summits and partnership programmes, deserves special attention. Another important aspect is the involvement of local communities in the branding process through the development of public initiatives, support for creative startups and the popularisation of authentic traditions that create a strong emotional link between the territory and its inhabitants.

A tool such as investment marketing is based on attracting capital by ensuring transparency, openness, effective communication and demonstration of the region's competitive advantages. In today's environment, regions are actively competing for investors by implementing policies to create a favourable business climate, reducing administrative barriers, offering tax incentives and providing access to infrastructure,

resources and personnel. The main investment marketing tools are: investment platforms (almost every EU region has its own online platforms that provide potential investors with detailed information on available land, industrial parks, tax incentives, grant programmes and partnership opportunities with local companies. For instance, the Lombardy region of Italy employs an interactive map to showcase investment-ready properties, thereby enabling investors to make decisions based on the visualisation of available resources. Furthermore, business forums and exhibitions are held on an annual basis. Such events include MIPIM in France, Expo Real in Germany, and the European Economic Congress in Poland. These serve as platforms where regions present their economic projects, demonstrate investment opportunities, present innovative solutions for infrastructure development, and attract new strategic partners. It is also an opportunity to establish direct contacts with large companies, venture capital funds and private investors); creation of industrial clusters (the EU actively supports the development of innovative and industrial clusters in various fields, including IT, biotechnology, renewable energy, agriculture, etc.). Clusters bring together local companies, research institutes, universities and investors to facilitate knowledge sharing, develop joint projects and attract additional funding. A striking example is the “Silicon Valley of Europe” in Saxony, Germany, where a high-tech microelectronics cluster has been created with the participation of global players such as GlobalFoundries and Infineon.

Table 1

Main marketing tools for regional development in the EU countries

Marketing tool	Characteristics
Territorial branding and place marketing	<ul style="list-style-type: none"> • Development of unique logos and slogans; • international marketing campaigns; • integration of local brands into global cultural or business initiatives.
Investment marketing	<ul style="list-style-type: none"> • Investment platforms; • business forums and exhibitions; • creation of industry clusters.
Digital marketing, online platforms	<ul style="list-style-type: none"> • Big data and analytics; • mobile applications; • virtual and augmented reality; • artificial intelligence; • social networks.
Cultural and event marketing	<ul style="list-style-type: none"> • PR campaigns; • organisation of events, festivals, etc.
Community involvement and participation	<ul style="list-style-type: none"> • Public discussions; • community initiatives; • social campaigns and ambassadorship.
Innovative technologies in the promotion of regions	<ul style="list-style-type: none"> • Eco-innovations and Smart City technologies; • geographic information systems; • interactive content and gamification; • crowdsourcing and crowdfunding platforms.

Source: based on [24–29]

In the context of EU countries, investment marketing constitutes a pivotal component of regional development, contributing to the enhancement of competitiveness among territories, the generation of employment opportunities, and the attraction of innovative technologies that ensure sustained socio-economic growth.

Public participation represents a pivotal component of regional marketing in the EU, as it ensures the involvement of local residents in the planning, development, and promotion of territories. The participatory approach contributes to the formation of shared responsibility for the future of the regions, increased trust in local authorities, and the creation of strong social ties [30]. This model of governance enables communities to participate in decision-making processes and to influence the allocation of resources and the setting of development priorities.

The main instruments of public participation are: public discussions (local residents are regularly involved in strategic planning through open meetings, public hearings, surveys, online platforms for collecting ideas and feedback, and consultations with key community groups). Many EU regions have

created special digital platforms for voting for development projects, where residents have the right to determine which initiatives will receive funding; community initiatives (local initiative support programmes promote the development of community projects aimed at improving social infrastructure, landscaping, tourism development or preserving cultural heritage). For example, Finland has a system of microgrants for local initiatives aimed at developing ecotourism, parks, art objects, cultural events with active participation of local residents; social campaigns and ambassadorship (local residents become important communicators in the process of promoting regions). A significant number of EU regions have successfully implemented projects in which citizens act as representatives for their respective towns and villages, promoting these destinations to tourists through a variety of online channels. These channels include social media, web-based blogs and online events. The citizens share narratives concerning unique locations, cultural events and local traditions. This has the effect of increasing the visibility of the respective territories and promoting domestic tourism.

The participatory approach has been demonstrated to engender increased levels of trust in local authorities, whilst concomitantly fostering social cohesion and catalysing local economic development through the support of small businesses and local initiatives. The implementation of this approach engenders favourable conditions for attracting investors and implementing long-term sustainable development strategies for the regions.

Digitalisation constitutes the foundation of marketing campaigns in EU regions. Digital technologies facilitate the analysis of the target audience, the assessment of its needs, and the creation of personalised offers. The main tools are big data and analytics (using data to assess the behaviour of tourists, investors and locals). For example, Barcelona has developed a system for analysing tourist flows to optimise infrastructure; mobile applications (travel apps provide information on attractions, routes and booking services); virtual and augmented reality (some regions, such as the Loire Valley (France), use VR tours to promote architectural and cultural attractions); social media (successful regions are actively working on Instagram, TikTok and Facebook to promote their brands among young people).

The EU experience demonstrates the efficacy of marketing tools in promoting regions and attracting resources. The utilisation of branding, investment marketing, community participation, and innovative technologies engenders conditions for spatial development that is sustainable. In this respect, the European approach can be regarded as a significant benchmark for Ukraine in the context of its integration into the European economic space and the formation of competitive regions.

A SWOT analysis of regional policy marketing was conducted in order to identify the potential for adaptation of the European experience to Ukraine, taking into account current socio-economic and security challenges, and to substantiate the need to introduce European approaches to the use of marketing tools in strategic planning of regional development (Table 2).

The results of the SWOT analysis show that regional policy marketing in Ukraine has significant potential, but its implementation faces a number of obstacles. To be successful, it is necessary to improve strategic planning, invest in infrastructure and human resources, attract modern technologies and develop partnerships with international organisations and local hromadas. In this way, strengths and opportunities can be used effectively, while weaknesses and threats to regional development can be minimised. The aim of marketing is to create a recognisable and attractive region, which makes it possible to achieve economic growth, improve the quality of life of the population and attract various resources for development.

In terms of implementing the EU's positive experience, the following marketing tools for regional development are imperative for Ukraine:

1) Development of development strategies based on market research (when formulating development strategies, economic, demographic and cultural characteristics of each region should be taken into account). To do this, it is necessary to conduct market research and identify the competitive advantages of each region. Today, the factors of globalisation and security should be considered as decisive in the formation and strategic management of a regional development model based on marketing principles [31].

2) Creation of regional brands (each region should develop its own unique brand that most accurately reflects its strengths, key resources, historical and cultural heritage, natural features, economic potential and socio-cultural identity). The development of a strong regional brand not only improves the recognition of the territory, but also increases the level of local identity and community cohesion.

Table 2

SWOT analysis of regional policy marketing in Ukraine

Strengths	Weaknesses
<ul style="list-style-type: none"> • Geographical location (proximity to the EU, developed transport networks); • diversity of resources (natural, tourist and cultural resources are the basis for creating unique regional brands); • state support for decentralisation (increased powers of local authorities to develop regional strategies); • growing popularity of Ukrainian culture (interest in traditions, gastronomy and history, which can be used to develop tourist destinations); • support of international partners (grant programs of the EU, USAID and other organisations that complement). 	<ul style="list-style-type: none"> • Lack of a strategic approach (many regions do not have long-term marketing plans, which makes them difficult to compete); • limited budget (lack of financial resources for large-scale marketing campaigns); • poor quality of infrastructure (poor development of tourism and business infrastructure limits the attractiveness of regions); • human resources shortage (insufficient number of qualified regional marketing specialists); • insufficient digitalisation (local authorities often do not use modern technologies to).
Features	Threats
<ul style="list-style-type: none"> • Tourism development (promotion of historical, cultural, and natural attractions to attract domestic and foreign tourists); • investment attraction (development of platforms with detailed information about business opportunities in the regions); • innovative projects (use of digital marketing technologies to promote the regions); • co-operation with international organisations (funding, expertise, and support in implementing marketing strategies); • growth of public activity (involvement of the local population in shaping the region's brand and promoting it). 	<ul style="list-style-type: none"> • Economic instability (economic fluctuations that affect investors and tourists); • political risks (instability of the political situation in the country can scare away investors and weaken confidence in the regions); • competition between regions (can lead to inefficient use of marketing tools); • weak environmental awareness (environmental pollution and shortcomings in resource management negatively affect the image of the regions); • insufficient legal framework (lack of clear legislative mechanisms regulating marketing activities).

Source: own research

3) Development of digital and investment platforms (active implementation of digital technologies and launch of interactive online platforms for investors with detailed information about the region's opportunities, available resources and tax benefits; active participation in international exhibitions and forums, and so forth). The existing practice of using geoinformation technologies to ensure investment attractiveness, improve the image and branding of the territorial community proves the effectiveness of this tool [32; 33].

4) Involvement of local communities (intensification of participatory practices, involvement of hromadas in management decision-making, which will help to increase trust in the authorities and form a proactive civil society). Hromada involvement is possible on the basis of strategic partnership through inclusive participation of all stakeholders in the implementation of projects and plans for the development of territories.

5) Innovations in marketing campaigns (use of digital tools, social media and analytics to promote the regions; introduction of mobile applications for tourists to help them learn more about the region and its opportunities).

6) Sustainable development and environmental focus (Ukrainian regions should focus on the environmental friendliness of their projects, which will become a competitive advantage in attracting international business partners) (Fig. 1).

The expected benefits of introducing marketing principles into regional development policy in Ukraine are as follows:

1) It is recommended that investment in regional areas be increased. To this end, the active promotion of these areas through marketing campaigns, participation in international forums and exhibitions, and the use of digital platforms will increase the interest of domestic and foreign investors. This, in turn, will ensure the inflow of financial resources for infrastructure development, entrepreneurship, and innovation.

2) Increasing tourist attractiveness by creating regional brands, holding cultural, historical and thematic festivals, and using augmented reality technologies to promote tourist attractions will help increase the flow of tourists, which in turn will stimulate the development of small and medium-sized businesses in the service sector.

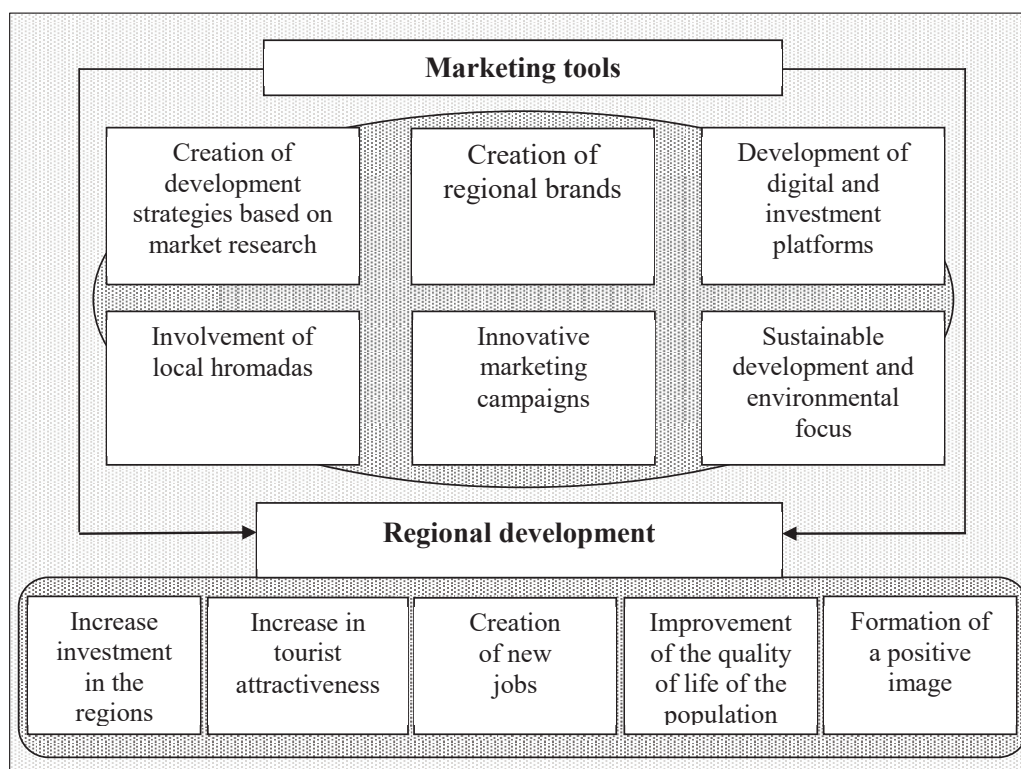


Figure 1. Strategic marketing tools for regional development in Ukraine

Source: own research

3) The creation of employment opportunities, the attraction of investors, the development of tourism and the support of local startups have been identified as key factors in stimulating entrepreneurial activity and generating new business initiatives. These initiatives are expected to generate employment opportunities in various sectors, including services, manufacturing, agriculture and IT.

4) Improvement of the quality of life of the population – the development of regions through marketing approaches, including the modernisation of social and transport infrastructure, digitalisation of administrative services and implementation of environmental initiatives, will help to increase the level of comfort and safety for residents.

5) The creation of a positive image of Ukraine in the international arena is of paramount importance. Marketing strategies aimed at promoting regions in the international information space, in particular through diplomatic, cultural and economic events, will help improve the perception of Ukraine as an innovative, open for co-operation and promising country for investment and tourism.

Conclusions. It is evident that Ukraine possesses considerable potential for the implementation of marketing approaches in the context of regional development. The EU experience demonstrates that an effective strategy based on branding, innovation, and co-operation with communities can significantly increase the competitiveness of regions. For Ukraine, it is imperative to adapt these principles, taking into account national peculiarities, and to develop regional marketing as an integral part of economic and social progress. The aforementioned factors will contribute to Ukraine's integration into the European economic area and the formation of competitive regions that meet both the scientific and practical needs of the modern economy.

The potential for additional research in this domain involves conducting an analytical evaluation of the efficacy of implementing marketing principles for regional development in Ukraine, drawing insights from the EU's experience. This evaluation will entail a thorough analysis of the effectiveness of marketing instruments in shaping sustainable regional development.

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Liudmyla Tarasovych, Candidate of Economic Sciences, Docent, Head of the Department of Management and Marketing, Polissia National University. **Maryna Yaremova**, Candidate of Economic Sciences, Docent, Associate Professor at the Department of Economics, Entrepreneurship and Tourism, Polissya National University. **Marketing principles of regional development: EU experience and imperatives for Ukraine.**

The article under scrutiny herein examines the marketing principles of regional development in the European Union, focusing on their effectiveness and possibilities of adaptation for Ukraine, taking into account current socio-economic and security challenges. The imperatives for implementing European approaches to the use of marketing tools in strategic planning of regional development, attracting investment and improving the economic dynamics of Ukrainian regions are determined. The present study analyses the European practices of regional marketing. Recommendations for adapting the European experience of using marketing tools to the practice of regional development in Ukraine are formulated, including: development of comprehensive regional strategies based on marketing research; creation of unique brands of regions to increase their competitiveness; development of investment platforms to attract investment; activation of public participation through participatory mechanisms; use of digital

tools to promote territories. Evidence has been provided to demonstrate that the integration of European practices is an important factor in regional development, especially in the context of Ukraine's post-war recovery, as it will contribute to economic stability, social cohesion and sustainable development of the territories.

Key words: regional policy, regional development, marketing, territorial marketing, marketing imperatives, regional branding, investment, innovation, participatory approach, digitalisation, European Union.

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У статті досліджено маркетингові засади регіонального розвитку країн Європейського Союзу, зосереджено увагу на їх ефективності та можливостях адаптації для України з урахуванням сучасних соціально-економічних та безпекових викликів. Визначено імперативи впровадження європейських підходів до використання маркетингових інструментів у стратегічному плануванні регіонального розвитку, залученні інвестицій і покращенні економічної динаміки регіонів України. Проаналізовано європейські практики регіонального маркетингу, зокрема територіальний брендинг, інвестиційний маркетинг, цифрові платформи та залучення громад. Визначено, що активне використання діджитал-інструментів, зокрема геоінформаційних систем, мобільних застосунків, великих даних та віртуальної реальності, є ключовими чинниками успішного просування регіонів і трансформації управлінських процесів у регіональному менеджменті. Акцентовано на важливості партисипативних підходів, які сприяють залученню громадян до формування та реалізації регіональної політики, підвищенню прозорості управління та посиленню соціальної згуртованості. Сформульовано рекомендації щодо адаптації європейського досвіду використання маркетингових інструментів у практиці регіонального розвитку України, до яких віднесено: розробку комплексних регіональних стратегій на основі маркетингових досліджень; створення унікальних брендів регіонів для підвищення їх конкурентоспроможності; розвиток інвестиційних платформ для залучення інвестицій; активізацію громадської участі через механізми партисипації; застосування цифрових інструментів для просування територій. Очікуваними результатами імплементації маркетингових підходів, адаптованих до принципів ЄС, є зростання обсягів інвестицій, підвищення туристичної привабливості, створення нових робочих місць, покращення рівня життя населення, а також формування позитивного міжнародного іміджу України. Доведено, що інтеграція європейських практик є важливим чинником регіонального розвитку, особливо в контексті післявоєнного відновлення України, оскільки сприятиме економічній стабільності, соціальній згуртованості та сталому розвитку територій.

Ключові слова: регіональна політика, регіональний розвиток, маркетинг, територіальний маркетинг, маркетингові імперативи, брендинг регіонів, інвестиції, інновації, партисипативний підхід, діджиталізація, Європейський Союз.