



SUMY STATE UNIVERSITY
DEPARTMENT OF MARKETING



INNOVATION, SOCIAL AND ECONOMIC CHALLENGES

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INNOVATION, SOCIAL AND ECONOMIC CHALLENGES

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For scientists, Ph.D. students, students, representatives of business, public organizations and higher education institutions, and a wide range of readers.

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TABLE OF CONTENTS

<i>Tatjana Tambovceva</i>	ESTABLISHMENT AND MANAGEMENT OF A SPORT ORGANIZATION INFORMATION SYSTEM	5
<i>Karina Zalcmāne</i>	ARTIFICIAL INTELLIGENCE AS A LEGAL SUPPORT OF ECONOMIC ACTIVITY	9
<i>Inga Šina, Velga Vevere</i>	IMPACT OF LAWS AND REGULATIONS ON CORPORATE SOCIAL RESPONSIBILITY TO THE CHARITY PROGRAMS OF LATVIAN COMMERCIAL BANKS	11
<i>Velga Vevere, Iveta Linina</i>	IMPACT OF COVID-19 ON RETAILERS ONLINE COMMUNICATION PROCESS	13
<i>Oleksii Lyulyov, Yana Us, Vladyslav Dubyna</i>	SEO-AUDIT AS A TOOL FOR WEBSITE PROMOTION: A CASE STUDY FOR CLINIC OF SUMY STATE UNIVERSITY	15
<i>Yevheniia Ziabina, Tetyana Pimonenko, Lesya Prasol</i>	CARBON-FREE ECONOMY: META-ANALYSIS	18
<i>Natalja Verina, Jelena Titko, Viktorija Skvarciāny</i>	MEASUREMENT OF DIGITAL ECONOMY: CHECK FOR DATA CONSISTENCY ON THE EXAMPLE OF LATVIA AND LITHUANIA	21
<i>Regina Veckalne, Tatjana Tambovceva</i>	INFLUENCE OF SUSTAINABILITY FACTORS ON ECONOMIC DEVELOPMENT WITHIN THE CONTEXT OF GLOBALISATION	25
<i>Artem Artyukhov</i>	ECONOMICS OF THE QUALITY OF EDUCATION: AN ANALOGY WITH TECHNICAL SYSTEM	27
<i>Olena Chygryn, Mykyta Pavlenko</i>	GREEN COMPETITIVENESS: CRITERIA FOR CLASSIFYING DETERMINANTS	29
<i>Nataliia Letunovska, Liudmyla Saher</i>	COMPATIBILITY BETWEEN THE CONCEPTS OF HEALTHY REGION AND REGIONAL HEALTH: COMPARISON OF VALUES IN UKRAINE AND OTHER COUNTRIES OF THE EUROPEAN REGION	33
<i>Mariia Minchenko, Oleksandr Ivanov</i>	DETERMINATION OF FEATURES OF THE APPLICATION OF CONTENT MARKETING IN THE FORMATION OF MARKETING STRATEGY OF TERRITORIAL COMMUNITIES	35
<i>Anna Rosokhata, Liudmyla Saher, Adam Jasnikiowski</i>	SMM MECHANISMS APPROBATION IN THE SYSTEM OF HEALTHY TERRITORIES MARKETING	38

<i>Mariia Minchenko, Nadiia Artyukhova, Andrii Zdoima,</i>	EFFECTIVE MODELS FOR PROMOTING GOODS THROUGH SOCIAL NETWORKS	41
<i>Nadiia Artyukhova</i>	KNOWLEDGE MARKETING AND TRANSFER OF TECHNOLOGY: WHAT ARE THE WAYS FOR COOPERATION?	44
<i>Anna Rosokhata, Anna Chykalova, Andrii Zdoyma</i>	DIGITAL-MARKETING AS A TOOL OF BUSINESS SURVIVING DURING THE LOCKDOWN	46
<i>Mariia Minchenko, Olena Korobets, Vyacheslav Kropuiva</i>	SYSTEMATIZATION OF MODERN TOOLS TO ENSURE A STABLE FLOW OF CONSUMERS THROUGH ONLINE SALES CHANNELS	49
<i>Edgars Cerkovskis</i>	GLOBALIZATION IMPACT ON THE SOCIAL AND ECONOMIC DEVELOPMENT OF COUNTRIES	52
<i>Alla Bondarenko, Liubov Syhyda, Liudmyla Saher</i>	MEASUREMENT OF TERRITORY ATTRACTIVENESS: METHODOLOGICAL APPROACH	56
<i>Mariia Minchenko, Andrii Bezruk, Darina Gerasimenko</i>	UKRAINIAN SILICON VALLEY: UTOPIA OR REALITY	59
<i>Kateryna Onopriienko</i>	DIGITAL ADULT EDUCATION AS A FACTOR OF THE DEVELOPMENT	62
<i>Olena Ivakhnenko</i>	GREENING IN AGRICULTURAL SPHERE	64
<i>Maryna Saienko, Maksym Palienko, Lilia Liulyova</i>	ONLINE SALES: IMPACT OF COVID-19	67
<i>Liliia Khomenko</i>	SEGMENTATION FOR CONSUMERS OF SMALL AND MEDIUM BLOOD SERVICE ENTERPRISES	69
<i>Viktoriia Makerska</i>	EUROPEANS' CONSUMER BEHAVIOUR DURING AND POST-PANDEMIC: PRIORITIES AND TRENDS	73
<i>Tetyana Zakrevska</i>	REGIONAL ASPECTS OF MARKETING POLICY TO PROMOTE THE CITY AND ATTRACT TOURISTS ON THE EXAMPLE OF SUMY CITY	79
<i>Vladislav Novikov</i>	SEGMENTATION OF COUNTRIES ACCORDING TO THE LEVEL OF THEIR INNOVATIVE DEVELOPMENT	81

ESTABLISHMENT AND MANAGEMENT OF A SPORT ORGANIZATION INFORMATION SYSTEM

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In the middle of the twentieth century, the rapid and revolutionary development of computer technology and cybernetics took place, thanks to which today the whole world is experiencing the development and widespread use of information technology in all fields. The methods and ways of obtaining, processing and receiving information have changed over the last thirty years. The information revolution is also linked to economic globalization.

The use of information systems for the effective management and systematic organization of information and proper decision-making has long been popular and widespread in the management of various sectors. Over the last thirty years, due to the rapid globalization of the economy, sport has also become a strong and socially important sector with basic management processes. The whole sports system, both international and national, is based on non-governmental organizations: clubs, sports schools and their associations (Hoye et al, 2015, p. 7; European Commission, 1998). The author of this study defines the problem that in organizations operating in the sports sector, information management systems are still not popular and are not actively used.

The aim of the research is to analyse the development of an information system for a non-governmental sports organization that implements interest education programs in sports. An information system adapted specifically for a sports organization implementing interest education sports programs can help optimize data and information storage, speed up the receipt and processing of information, ensure secure access to and transparency of information, reduce administrative costs for data processing, and increase teacher and administrative staffing, work efficiency. Users of the information system - administrative staff of the sports organization, coaches, sports specialists, parents of athletes, athletes, sports federations, municipal sports departments, departments and services of the Ministry of Education and other state institutions.

“Information technologies include methods that allow purposeful provision of communications, collection, processing and analysis of information in order to achieve the desired result - an information product” (Praude, 2012). The theory highlights the information system, which is an organizational management tool. An organization's information system (hereinafter - OIS) is a set of systems that helps different levels of management to make the right decisions by providing employees with the necessary information. OIS consists of subsystems that operate secondary to different tasks and objectives, but interact with each other, providing quality

information to employees at all levels. The main functions of OIS are to improve decision-making, improve efficiency and ensure communication.

Focusing on management, OIS has the following features. Management orientation means that the system is modeled based on the information needs of different levels of management. Developments in management control mean that a management-oriented OIS must live up to expectations, and therefore management must be actively involved in the design and development of the OIS in order to bridge the gap between intended and reality. Integration means that OIS must cover all the functionality of the organization in order to provide the most relevant information. The overall data flow avoids duplication and overlap of data, as well as the creation of duplicate functions. For example, order data is the basis for invoicing for ordered goods. When modeling a system, a flexible approach allows new features and capabilities to be added in the future, while ease of use ensures accessibility to a wide range of users. Long-term planning is one of the requirements for OIS development. All nuances and functions must be properly and carefully considered, which in the future will have to fully meet all management expectations and cover all activities of the organization (Gupta, 2011, pp. 23-24).

Properly designed and functional OIS gives organizations benefits and advantages. Increase productivity and efficiency by reducing time, reducing errors and costs associated with data processing, through increased productivity and the use of online technologies, through the development of customer systems that allow customers to process their own transactions. Improving the quality of decision-making is one of the benefits of OIS and consists of two categories. The first category: the system helps to make a decision by providing the full amount of information required. The second category: the system solves a series of recommendations and offers solutions. Using OIS improves communication and team spirit. This happens when there is an intensive exchange of information between different teams, groups and departments. OIS contributes to maintaining an organization's competitiveness or conquering new markets by transforming the business vision and culture.

Despite the many advantages, it is important to pay attention to the disadvantages and possible limitations. One of the risks is system design and engineering. If this is done incorrectly, the management system will not be up to date and effective. Another limitation that needs to be addressed is the users. If users are not properly instructed, lack technical support and do not know how to use the system to obtain information, the system becomes obsolete. The next aspect is the timeliness of the system data. If the data is out of date, it is irrelevant and its processing has serious consequences and errors. The costs of developing and implementing information systems are quite significant, especially for large organizations. Businesses need to plan their budgets for such purposes and take into account that costs can be recurring to improve, update and modernize the system.

Technical support requires the presence of computer specialists as well as staff training time, costs and resources. Insignificant, non-standard and infrequent data could cause a significant slowdown in the functionality of the system and the organization itself, as the system may not be ready to process non-standard data and it will take a long time to improve the system (Vitez, 2017). Data security is another issue to consider when using information systems. The data is stored on digital media and can be corrupted by viruses, destroyed or stolen by hackers or former employees. The system must be very seriously protected. Data includes commercial and personal information of employees and customers. Making information available to third parties can cause serious damage to an organization's reputation and competitiveness (Mobbs, 2017).

Practice and theory describe a number of problems and difficulties in implementing and using OIS. People tend to resist change. The implementation and use of OIS in an organization changes a lot: the structure of power, work principles, requirements for staff knowledge and skills, organizational processes and culture. Employees, in the face of organizational change, create difficulties and challenges in implementing and using OIS. One of the factors that increases the degree of staff resistance is the rapid change in the functionality and principles of the departments. It is advisable to inform staff about the expected changes at the design stage, to prepare for them and to carry out a gradual restructuring. Some organizations do not make informed decisions. In cases where the organizational culture itself does not support the principles of OIS, the implementation of the system is a challenge for the organization and management, regardless of whether they will be able to assess the significance of the information. There are cases when the culture does not change after the implementation of the system and the staff continues to resist change. The significant involvement of staff in the development and implementation of OIS significantly reduces the resistance to change associated with the use of OIS. Resistance increases if the changes concern informal communication channels. For some people, the informal communication environment is a source of power and they resist losing their influence due to the introduction of OIS (Bagchi, 2010, p.122). To sum up, information as a processed data set is one of the main management resources today. The need for information forces organizations to develop strategies for obtaining and processing data to make the right decisions. Computer technologies, on the other hand, allow digital data to be stored in electronic format, and huge amounts of data to be processed and transferred both wirelessly and wirelessly. Using technology and meeting the need for information, complex information system complexes are created, which contribute to the continuation of the information revolution. Systems designed for the management of organizations have specific features that focus on management functions. Organizations use information systems to improve many management functions when assessing their benefits. In addition to benefits such as increased efficiency,

improved quality of communication and decision-making, there are also challenges in terms of staff resistance, costs and data security. All these processes provide movement according to the following algorithm: data – processing – information – response.

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ARTIFICIAL INTELLIGENCE AS A LEGAL SUPPORT OF ECONOMIC ACTIVITY

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In October 2016, the University College London, announced that the judicial decisions of the European Court of Human Rights (ECtHR) have been predicted to 79% accuracy using an artificial intelligence (hereinafter - AI) method developed by researchers at UCL, the University of Sheffield and the University of Pennsylvania. [7] Afterwards, in the year 2017, Saudi Arabia became the first country in the world to grant citizenship to a robot. However, the decision has garnered a huge discussion as the robot may have more rights than human women in the kingdom. [8]

For that reason, it is assumed, if a robot has all rights of a citizen and could predict up to 79% decisions of ECtHR, then there should be no limits to its work qualifications and labour relations. Litigation is a mind game and a knowledge of appropriate legal norms, therefore there is a possibility, that one day an artificial intelligence will start to play this game better than humans?!

The definitions of AI differ, however the term is generally associated with the automation of intelligent behavior via computer processes. [3] Good example of AI used by scientist in the field of law is the classification of email as spam. After being trained on millions of emails, a spam filter is able to identify key characteristics that are associated with spam emails and quarantine emails that demonstrate those characteristics. [4]

AI is able to identify an appropriate legal norm without assistance of a human lawyer, to fill any legal document and even sign it on a behalf of its' client in order to register a new legal person. [6] AI is able to work with law of any country, as it is able to translate and interpret any legal norm all around the world.

AI is already part of national legal services in many countries. Modern technologies are used in the legal sphere of Russia, robo-lawyers draw up an agreement, register a business, declare income. [10] Robo-lawyers are presented in the form of pop-up windows on sites directly or indirectly related to legal practice, and in the form of special services in Ukraine. [9] The European Union companies are currently focusing on five main areas:

1. The use of AI for contract analysis;
2. The use of technology assisted review (TAR) to conduct document review in a litigation or global investigations context;
3. Creation of 'smart apps'—using expert logic either to create internal efficiencies or to deliver advice to clients in digital format;
4. Smart document generation, and
5. Smart knowledge management. [2]

Notwithstanding artificial intelligence's rapid development, intelligent machines have significant limitations as well: [4]

1. Tasks that require problem-solving capabilities, intuition, creativity, and persuasion; [1]

2. AI will never be liable for a breach of law. The human in a relationship between inventor or proprietor and a machine will always be a supervised party whilst the AI robot will be seen as the subordinate. The supervised party will bear the action that was conducted by the subordinate (Vicarious liability). The human's demand AI robot to do the task and when AI robot caused damages or loss, the human will be held responsible; [5]

3. Technology creates alterations that in turn create the need for new regulation. [2] Therefore, it is clear that a legal expert will be always in demand, as AI can only process existing legal regulations, not create it.

Though, lawyers should not be afraid of being replaced by machine, it is just another technical support in order to make time-saving idea in any economic activity as an efficient reality.

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IMPACT OF LAWS AND REGULATIONS ON CORPORATE SOCIAL RESPONSIBILITY TO THE CHARITY PROGRAMS OF LATVIAN COMMERCIAL BANKS

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Processes of globalization create competitive environment in all spheres of economic activity, including the commercial banking. This brings questions of sustainability, corporate social responsibility, charity programs being the vital aspect of bank's social mission. [1; 2; 3; 4] The goal of the current research is to analyze the Latvian commercial banks charity programs within the context of how laws and regulations on Corporate Social Responsibility impact them.

On January 1, 2018, the Corporate Income Tax Law entered into force, which introduces significant changes in the activities of companies, which also affect the activities of organizations that have been granted the status of public benefit. As part of the tax reform, a new conceptual procedure for paying corporate income tax was introduced. [5; 6] If in 2017 the statistical data showed that the volume of donations is growing every year, then in 2018 the sector experienced a sharp decline in the volume of donations - 23.5 ml. The latest data from the State Revenue Service show that in 2019 the volume of donations continued to fall. [7] In 2017, before the tax policy reform, associations and foundations presented gifts and donations of 87.6 ml. (public benefit organizations - 63.2 million euros), but the data of 2019 show that the organizations have received 61.3 million euros in euro donations (Public Benefit Organizations - 40.1 million euros). [8]

The authors have chosen 2 banks charity funds: BlueOrange Bank's fund BeOpen and Rietumu bank's fund "Nakotnes Atbalsta fonds". Then the authors have compared the charity programs from 2017 till 2019. [9; 10]

The research methods employed in the current research are the following: qualitative content analysis of the banks annual Reports (from Lursoft) and home pages related to their charity programs (projects, foundations). Research questions were the following:

1. How do changes in regulatory enactments affect the behavior of banks?
2. What is the impact of changes in banks behavior on the charity activities?

The results of the research allow authors to conclude that the banks in Latvia have paid a serious attention to their social mission as a tool to create good company reputation and ensure sustainability. There has been no direct decline in the volume of charitable projects due to the introduction of taxes in bank funds. The research

analyzes the reasons for this decline and works out a set of practical suggestions for the situation improvement.

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IMPACT OF COVID-19 ON RETAILERS ONLINE COMMUNICATION PROCESS

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The pandemic of Coronavirus has affected the global economy immensely, the long-term effects are to be seen in the foreseeable future. One of the spheres, among others, hit hard is the retail trade since due to the quarantine conditions there is an inevitable drop in sales (less number of customers means less profit inevitably) and growing competition among retailers. At the same time these new circumstances compel retail enterprises to develop new modes communication and new online sales points, since a number of retailers/consumer goods companies have shifted their focus to online sales in view of a surge in consumers' willingness to spend online during the outbreak [1; 2]. If pre-Covid, marketers were fixated on the effectiveness of their value-capturing from customers in the form of customer loyalty, share of the market/customer, and customer equity, then post-pandemic marketers will have to take into account more and more such incontrovertible metrics as customer lifetime value, share of customer, and customer equity. The supply chain globally was largely severed during lockdown and local supply-chains stretched to breaking-point across most industries and sectors. The systematic summary of problems and retailers' outlook can be found in the edition of "COVID – 19. Industry Pulse Report: Retail" [3]. Transformations of the retail sphere have been discussed also by Dannenberg and others [4], Sun and others [5], Desmichel and Kocher [6], Abbruzzese and others [7]. Consumers are adopting increasingly active roles in co-creating marketing content with companies and their respective brands. In turn, companies and organizations are looking to online social marketing programs and campaigns in an effort to reach consumers where they 'live' online [8; 9; 10].

The 5-point Likert scale questionnaire was administrated through the Google Forms website. Questionnaire with the random sample snowball method ,via personal contacts of the authors of the work, was sent via e-mail to the respondents who further shared this link. 388 completed questionnaires were considered valid for the study. We present here the most important answer regarding the consumers' evaluation of the retailers' communication.

Thus, results demonstrate that 33% of respondents have rated the communication of trade companies on social networks in connection with the emergency situation in the aspect of Covid-19 with the highest rating 5, 27% - 4, 20% - 3, but only 13% for 2 and 7% - 1. This result can be assessed as very high and indicates and demonstrates consumer satisfaction with online communication during

the pandemic situation. This allows the authors to conclude that the Latvian retailers have paid a serious attention to adjusting their communication (content and form) to the crisis situation. On the basis of the literature study and empirical research the authors express their belief, that most of the forms of online communication that arose during the pandemic situation will persist even when the situation is resolved and life returns to its normal course.

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SEO-AUDIT AS A TOOL FOR WEBSITE PROMOTION: A CASE STUDY FOR CLINIC OF SUMY STATE UNIVERSITY

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Nowadays, the Internet rapidly and decisively transforms into an independent trading platform. In turn, more companies become interested in using Internet resources opportunities to promote their brand, attract new customers, advertise the services and products, etc. Due to the mentioned above, there is significant competition in the online environment. Herewith, companies strive to occupy the Top 10 positions in queries on the first page of the search engines such as Google, Yahoo!, Bing, Yandex, etc. Therefore, website promotion plays a large part in the successful company activity on the Internet, where Search Engine Optimization (SEO) is considered to be a cost-effective tool to achieve the company's goals.

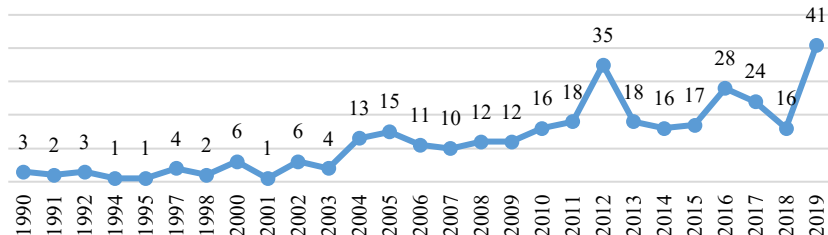


Figure 1 – The dynamic of publication activity on SEO (1990-2019)

*Source: developed by the authors based on the Scopus data

The systematization of scientific background and Internet resources on the investigated issue showed that a significant number of scientists and practitioners pay much attention to exploring SEO tool. Thus, despite the SEO practical aspects, the publication activity in this field was growing from 1990 to 2019 (Fig. 1). In particular, in 2019 41 works were published, while in 2000 – 6. Accordingly, the number of publications increased almost 7 times.

It should note that SEO study is an interdisciplinary subject [1-4]. Herewith, using VOSviewer software, a bibliographic analysis of the relationships between scientists from different countries in publication activity was conducted (Fig.2). In

particular, it was found that the largest number of documents on the investigated issue was published by scientists from the United States, who worked in collaboration with scientists from different countries as follows South Korea, Canada, Japan, Israel, Brazil, Taiwan, Turkey, Singapore, etc.

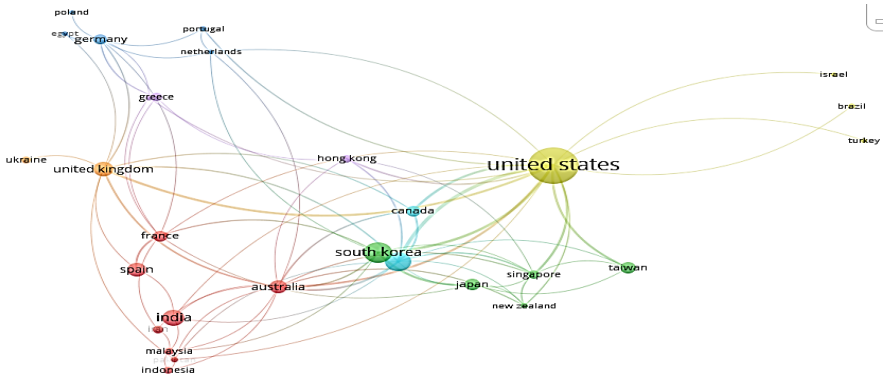


Figure 2 – The network map of scientist collaboration by countries (1990-2019)

*Source: developed by the authors based on the Scopus data

In the frame of this paper, the result of an SEO audit of the website of the University Clinic Sumy State University’s (UCSumDU) is presented. Herewith, it was analyzed 5 main competitors of UCSumDU in Sumy (Ukraine) as follows «Eledia», «ON Clinic Sumy», «Floris», Smiyanovs’ Clinic and «Medea». It should notice that the visibility analysis indicated that the website of UCSumDU is invisible in the Google search engine. Moreover, the website of UCSumDU is entirely non-optimized for the mobile version. Due to that, the significant traffic could be lost, and the website’s position in the search engine ranking is reduced. At the same time, the results of usability analysis allowed concluding that the structure of the website of UCSumDU is logical and clear, while inconvenient because on the main page there are significant gaps between the blocks of information.

Therefore, it is essential to optimize the main page of UCSumDU website. It worth noting that any main page had to contain the data [2] such as:

- title and text describing the company’s activities;
- contacts, physical address, feedback form, etc.
- a call to action and, accordingly, the opportunity to implement it;
- webpage heading with a unique logo;
- footer with technical information;
- photos of the company and its team;
- clear and convenient navigation, etc.

In the considered case, it recommended to improve the webpage design, change the webpage background, highlight the unique selling proposition, compact placement of information, demonstrate information about awards, prizes, certificates, etc.

In turn, it is important to develop the individual pages of employees with their short resume. Therefore, the user would be able to find information about education, training, professional specialization, work experience, mode of work/reception, workload board, doctor's achievements, contact information, contact form to provide the communication between the doctor and a client, doctor appointment, etc.

It is expected that the SEO-audit results and the recommendations for improving the main page would help to increase the position of the UCSumDU website in the search engines to popularize the medical institution, increase the number of clients and strengthen loyalty to the medical clinic.

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CARBON-FREE ECONOMY: META-ANALYSIS

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Climate change is a worldwide recognized global environmental problem for humanity. Compared with other problems (social, environmental, economic, etc.) impacts of climate change are irreversible. According to statistics (Our World in Data, 2020) observed negative dynamics of growth of the average global growth temperature of the planet in the range of 1 to 1,2 ° C. According to UN experts (WMO, 2020), by 2030 the world will have to lose about \$ 20 billion annually due to natural disasters (fires, floods, earthquakes, droughts, etc.) caused by global climate change. Thus, worldwide in the period 1970-2019, 79% of disasters were caused by the effects of climate change (WMO, 2020).

Putting the end to the global trend to climate change is possible only using an integrated approach and with the participation of all countries, because the success of decarbonisation of the world may be indistinguishable for countries that are not interested in using clean and renewable resources. At the end of 2019, the EU declared the transition to a carbon-free economy and adopted the European Green Deal concept. This concept envisages the implementation of the declared strategic directions of development of the carbon-neutral economy as a mechanism of energy independence and the transition to a carbon-neutral economy.

The results of generalization of scientific achievements in this area give grounds to conclude that a single approach to solving climate problems is not accepted by the scientific community.

The paper examines more than 100 scientific publications of the Scopus database according to selected definitions - "carbon-free economy", "decarbonized economy" and "zero-carbon economy", which later helped to use the visualization and clustering analysis tool VOSviewer to build a bibliometric map. Thus, the results of bibliometric analysis (Fig. 1) show that the development of a carbon-neutral economy is influenced by a large number of economic (red cluster), social (yellow cluster), political (blue cluster), environmental (blue cluster), technological (green cluster) and climatic (purple cluster) factors.



Figure 1. Bibliometric map of the keywords in the investigated articles 2000-2019
Sources: developed by the authors based on (VOSviewer, 2020)

It is impossible to implement any innovative technologies, renewable resources without the current stimulation of the production sector, namely incentives, the model of "green" investment and analysis of gaps in energy efficiency of the national economy. Relevant areas of research today are the analysis of the most effective methods of promoting the introduction of renewable energy sources, both in industry and in households. It is the development of "green" branding and marketing strategies of "green" investment are actively studied and investigated by the scientists, both in Ukraine and abroad. Having conducted a bibliometric analysis in the field of decarbonization of the economy, it is necessary to conclude that today it is a very popular and relevant research topic for scientists around the world. Climate change issues concern each state, and therefore most of the scientific papers devoted to the search of renewable energy sources, that the best fit the natural potential and the state of the country including its energy resources. It should be noted that studies of countries with high economic development pay more attention to finding the very production of renewable resources through industrial production using the cleanest, most innovative technologies for minimal air pollution (biogas, hydrogen, etc.). At the same time, countries with average and below average levels of development are still analysing the possibility of transition to renewable energy sources as an auxiliary sector in the energy system.

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MEASUREMENT OF DIGITAL ECONOMY: CHECK FOR DATA CONSISTENCY ON THE EXAMPLE OF LATVIA AND LITHUANIA

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Development of digital economy, digital transformation of business and society are prioritized in a wide range of national and regional strategic documents: European Digital Strategy (European Commission, 2020a), Digital Government Strategies in OECD countries, Digital strategies in education (OECD, 2020), Cybersecurity strategies (ENISA, 2020).

From the report of the international Monetary Fund (2018), “all activities that use digitized data are part of the digital economy”, thus, the term “digital economy” could be referred to the entire economy. Considering the broad spectrum of activities and that all the sectors of economy are being “digitalized”, the issue of measurement of digital economy becomes truly challenging. In turn, OECD states that “The demand for new data, indicators and measurement tools is particularly acute in the case of the digital economy due to the growing role it plays in G20 economies” (OECD, 2018).

The issues of measuring digitalization at the country level have been investigated in the academic environment (Kotarba, 2017; Morganti et al., 2014; Brynjolfsson & Collis, 2019). The authors agree with Kotarba’s (2017) statement that „the level of standardization in metrics definition and calculation is moderate, calling for further harmonization and detailing to allow precise absolute measurement and benchmarking.“

There are hundreds of indicators to evaluate the digital economy or countries’ progress towards digitalization. Digital Adoption Index (DAI) measures countries’ digital adoption across three dimensions of the economy: people, government, and business (World Bank, 2016). Cisco Global Digital Readiness Index takes into account „multiple factors that indicate the progress that a nation has made towards digital maturity, and demonstrating areas of strength while providing guidance as to how they can invest to improve their overall readiness.“ (Cisco public, 2020).

In the European Union, the key instrument for measuring digital economy is DESI (Digital Economy and Society Index) - a composite index that summarises relevant indicators on Europe’s digital performance and tracks the evolution of EU Member States in digital competitiveness (European Commission, 2020b). DESI comprises 37 different indices

To compare the countries based on DESI, it is necessary to define the ranks within each sub-index and to make a benchmarking within five categories: connectivity, human capital, use of Internet services, integration of digital technology, and digital public services. As of 2020, the results for Latvia and Lithuania are displayed in Figure 1.

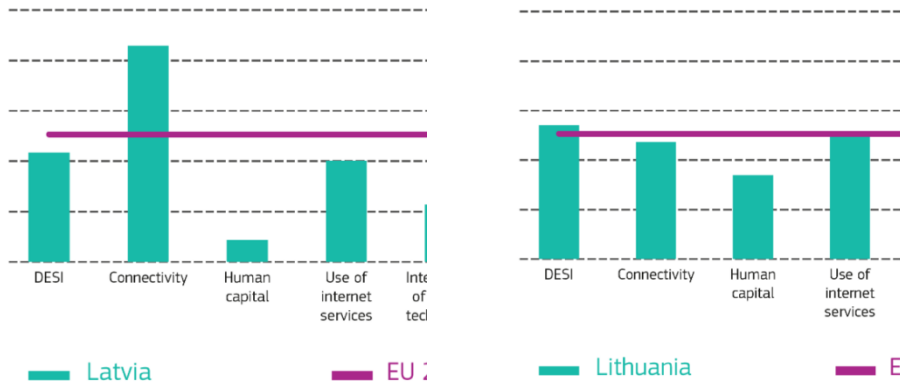


Figure 1 – DESI index in Latvia and Estonia in 2020
Source: European Commission (2020c; 2020d)

DESI overall score for Latvia and Lithuania was 50.7 and 53.9, respectively. This placed the countries on 18th and 14th place among EU countries. The authors applied a multi-criteria decision-making method – SAW (Simple Additive Weighting) to get the ranks of the EU-28 countries, based on the value of 5 DESI sub-indices, but applying equal weights of 0.2. In turn, DESI weights are 25%, 25%, 15%, 20% and 15%.

SAW technique is widely used by scientists from different fields for prioritisation procedures (Dubey et al., 2020; Hosseini et al., 2020). In the present study, the SAW method was used in order to rank European countries in terms of digitalisation. For that DESI index's dimensions were used. In order to obtain the results by the SAW method, S_j ought to be calculated by using the following formula (Ginevičius & Podvezko, 2008):

$$S_j = \sum_{i=1}^m \omega_i \tilde{r}_{ij},$$

where:

ω_i – weight of the DESI dimension

\tilde{r}_{ij} – normalised value.

For the normalisation procedure, the following formula was applied (Podvezko, 2011):

$$\tilde{r}_{ij} = \frac{r_{ij}}{\max_j r_{ij}}.$$

After the calculations of normalised values of the investigated European countries, the S_j criterion was calculated according to which the most digitally progressive country is Finland. Sweden is in second place, and Denmark – is in the third place. Actually, the results for those countries are almost the same, i.e. S_j criterion for Finland and Sweden is 0.93, for Denmark – 0.92. Hence, it could be stated, that all the DESI dimensions are on a high level in these countries, and good practice of them should be adopted in the countries that would like to become more digital, and, hence, innovative. Calculating DESI, using the weights proposed in DESI methodology, the places for Finland, Sweden and Denmark remain the same. In turn, the places of Latvia and Lithuania change to the 16th and 13th place, respectively. The reason is quite a big difference in ranking for Latvia and Lithuania in different DESI sub-indices. The question is whether the weights assigned to each group of indices within DESI composite index is objective that could be a question for a large-scale research.

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INFLUENCE OF SUSTAINABILITY FACTORS ON ECONOMIC DEVELOPMENT WITHIN THE CONTEXT OF GLOBALISATION

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At the current stage of its development, the world is experiencing an enormous socio-cultural catastrophe associated with the loss of a single universal human perspective due to the exacerbation of social, economic, and environmental problems worldwide. The advisability of development that only focuses on material production, is being increasingly questioned that makes it necessary to change the whole paradigm - from the ideology of accumulating material wealth on earth to the ideology of “reasonable sufficiency”, from the ideology of competition to the ideology of mutual assistance (Kudinova, 2017). This necessitated the research of the nature of economic relations in the context of globalization, as a result of which the paradigm of a sustainably developing society arose.

Studies demonstrated that significant factors that delay the development towards sustainability are: inconsistency in the development of related sectors of the economy, such as the financial sector; structural imbalance of the economy as well as the absence of a clear reform program aimed at creating the optimal regime for economic development. Meanwhile, it is important to have the means of implementing the concept of development at times of globalization, including, but not limited to favorable geopolitical location, sufficient transport and communication infrastructure (Köhler, 2014), and the presence of highly skilled workers, both engineering and scientific. These factors are expected to encourage governments to develop systems of large-scale measures of integration of the country into the system of the international economic community and global markets and contribute to the sustainability factor.

The urge to clarify the concept of sustainable development (SD) is determined by environmental and socio-economic conditions since the paradigm of a society of sustainable development differs significantly from the paradigm of industrial (economic) society that is based on the priority of economic growth through the widespread use of industrial methods of production (Lawrence, 2014). In industrial society, there is a concentration of production and population, urbanization, and the formation of a system of values that aim at efficiency and rationality disregarding the natural environment. Social and economic progress in industrial follows the path of increased production of material goods and gathering economic benefits at all costs. Under such conditions, environmental protection is subject to economic development, which makes it impossible in principle to effectively protect the environment (Cloutier, 2014).

In other words, SD is to ensure the harmonization and combination of social, economic, and environmental goals, their implementation in a single socio-ecological and economic system on a certain territory (Makasi & Govender, 2015). At the industry level, by the segment of industrial activity, and at the level of individual enterprises, this category is rarely considered by scientists. Nevertheless, the SD of individual territories requires the determination of appropriate strategies for individual industries, enterprises that affect and determine one or another state of biological, geographical, economic, and social objects that, following the concept of SD, are to be considered as a definite “socio-ecological-economic system”, all of the components of which are developing in a balanced way (Pawlowski, 2013).

The imbalance among the individual subsystems is the event of a specific object (country, region, industry, enterprise) of the concept of SD. The goal of this work is to spot the character of the impact of economic, social, and environmental problems on economic development in the context of globalization supported by the concept of sustainable development. The analysis results in the explanation of main grounds for the switch to a model of SD and justification of the required conditions for such a transition and establishment that the challenge of ensuring SD must be addressed by the systematic addressing of economic, environmental, and social problems at all levels. Moreover, the nature of the influence of economic, environmental, and social factors on the formation of the concept of SD in the context of globalization is examined. The practical significance lies in the systematization of factors and conditions of SD, based on which the implementation of the principles of SD in the context of globalization is ensured.

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ECONOMICS OF THE QUALITY OF EDUCATION: AN ANALOGY WITH TECHNICAL SYSTEM

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The quality of education is an integral part of the successful development of all state systems, which is confirmed by a separate SDG in the UN 2030 Agenda (United Nations Development Programme, 2020), in particular:

“Goal 4: Quality education:

- substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.”

By analogy with physical processes, the quality of education as a determinant of socio-economic development can be represented in the form of such blocks (Biolini, 1997; Hubka & Eder, 1988; Kluge, 2014):

- input parameters;
- output parameters;
- control parameters;
- system parameters;
- disturbing parameters (effects).

Suggestions for the description of the system in terms of socio-economic impact:

- the first group of factors, for example, includes the level of financing of the education sector;
- the second group of factors can include the average salary of a graduate of an educational institution in a certain number of years after graduation;
- the third group of factors contains a set of motivational mechanisms for improving the internal system of education quality;
- the fourth group of factors may include in its composition a possible change in the policy of the Ministry of Education and Science towards ineffective reforms.

The main stages of the analysis of each of the blocks of the system are presented in fig. 1. It is assumed that the system:

- is structured;
- is managed;
- the number of disturbing effects is minimal.

Development of a strategy for building an effective system of education quality as a determinant of the socio-economic development of the state is based on the experience which is described in (Kendiukhov & Tvaronaviciene, 2017;

Mazurkiewicz, Liuta & Kyrychenko, 2017; Melnyk & Dehtyarova, 2012; Skliar, 2018; Vardanyan, 2017).

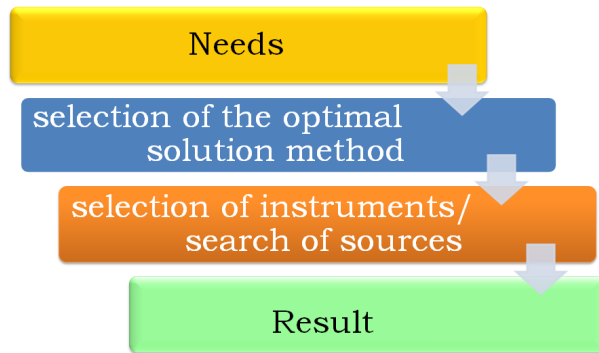


Figure 1 – Strategy for building an effective system of education quality

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GREEN COMPETITIVENESS: CRITERIA FOR CLASSIFYING DETERMINANTS

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The criteria for classifying the determinants of green competitiveness include the following.

Management determinants. From the point of view of internal construction, they include the system of environmental management and audit, existing strategies and relevant tactics of environmental policy, environmental control and monitoring, environmentally oriented business planning. External management factors include the existing system of state regulation of environmental protection and resource conservation, the system of environmental standardization and certification of products and activities of enterprises, state environmental control (Ziabina et al., 2019; Chygryn et al., 2011b).

Financial determinants. The internal environment of the enterprise is characterized by the financial stability of the enterprise, the scale of financing of green production and environmentally oriented activities, the market value of the enterprise, the structure and value of securities of the enterprise (Chygryn et al., 2015). The external component is determined by the general financial and economic situation in the country, the level of public funding for environmental spending, the content and volume of support for green business.

Infrastructure determinants. From the point of view of the enterprise, are characterized by the presence and development of environmental and environmental infrastructure of the enterprise, which is responsible for: energy and resource efficiency, periodic and one-time procedures of internal environmental audit, departments responsible for green marketing and logistics.

Stakeholder determinants. Internal factors are characterized by the composition of owners (shareholders) of companies, enterprise management, heads of departments, staff.

In the scientific literature, there is a separate concept of "nanoeconomy", which is associated with the activities of company managers, whose decisions are able to radically change the strategy of the enterprise in a market environment. The key changes that can ensure the functioning of the nanoeconomy of companies can be systematized as follows:

- increasing of ecological responsibility of companies, encouragement of ecologically oriented business initiative;

- transition of enterprises from a passive position in solving environmental problems, which is determined only by the requirements of environmental legislation, to a proactive position, which is largely determined by conscious environmentally-oriented own goals and objectives;

- expanding the boundaries of initiative environmental activities of companies, shifting priorities to the causes and sources of negative impact on the environment;

- understanding and implementation of existing relationships between the results of environmental activities with opportunities to attract investment, production development, resource savings, reduce production costs, increase the environmental friendliness of products and their competitiveness;

- activation of internal unused economic reserves and opportunities to ensure green competitiveness;

- open declaration and proclamation by companies of ecological goals, programs and achieve ecological and economic results, including negative consequences of activity;

- active cooperation with all stakeholders, including investors, shareholders, business partners, consumers, the public and competitors.

The external component is formed by stakeholders in the person of the state, shareholders of enterprises, affiliates, consumers of green goods and services, contractors and competitors of the enterprise.

Behavioral determinants. At the enterprise level they are conditioned by the formation of the company's green image, the system of analysis of the role of behavioural factors and cognitive processes in consumer decision-making, motivation of environmental activities and resource conservation and the formation of green competitive advantages in the market. The external side of the influence of behavioural determinants of the formation of green competitiveness is represented by the level of social perception of environmental innovations and green goods by consumers, the peculiarities of the psychology of consumer behaviour; motivation of green consumption, framing processes and anomalies of consumer behaviour (Chygryn et al., 2018).

Technological determinants. The internal component of the enterprise will be determined by the available production potential of the enterprise, the possibility of implementing green innovations, resource intensity of production, the level of anthropogenic pressure on the environment, staff qualifications. The external environment for these determinants is characterized by the level of development of STP and its perception in society, the development and availability of green technologies.

Innovative determinants. Determining the appropriate determinant is important because all environmentally friendly products are innovative in content and technology used in their production. Possibilities of development and production

of innovations at the enterprise are caused by a number of factors. Thus, the basic can include the size of the enterprise (small, medium, large). In terms of flexibility of response and speed of implementation of green innovations, of course, small and medium enterprises have significant advantages, both in terms of organizational and managerial processes, as well as technical and financial capabilities (Rosokhata, 2014; Singh, 2019; Panchenko et al., 2020).

Cultural and ethical determinants. The success of the formation of green competitiveness will be determined by the presence of environmentally oriented management, corporate environmental ethics and culture. Also important is the level of integrity of the company in the market, the compliance of the declared environmental benefits of green goods with the real quality of goods. The external component will characterize the presence in society of environmental standards, voluntary and mandatory green regulations, the level of greenwashing of competing companies. The general level of ecological culture and moral and psychological climate in society are important.

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COMPATIBILITY BETWEEN THE CONCEPTS OF HEALTHY REGION AND REGIONAL HEALTH: COMPARISON OF VALUES IN UKRAINE AND OTHER COUNTRIES OF THE EUROPEAN REGION

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The relationship between health and the economy has long been known and studied in many scientific papers. Authors observe a gap in understanding of the interconnections between the concept of public welfare and level of health. In particular, the dependence of economic growth on health indicators in the region is fascinating. Analysis of scientists from different countries in the scientometric database Web of Science shows that the two-word term “healthy region” has not become widespread. From these positions, the author attempted to justify using such terminology to outline the attractive position of the developed region. More popular terms in the English-speaking environment are “prosperous region”, “emerging region”, “innovative region”, “booming region”, “rich region”, “powerful region”. It is noteworthy that the terminology “strong region” is mostly used when referring to a territory that has a robust market (for example, the labor market, the medical market, the banking market, etc.).

One looks at a healthy region from the standpoint of its economic success, whether it is self-financing or subsidized, whether it has a developed corporate sector, whether it has a high level of human potential, whether the people who live in it are generally happy, and so on. The health and well-being of a nation vary from country to country. According to the World Values Survey 2020, Ukrainians are dissatisfied with their living standard compared to other countries. According to citizens, in order to feel happier, they lack independence and just such health. At the same time, when Ukrainians answer the question of what is more important to them – the environment or economic growth, opinions are divided equally. Compared to other countries in the European region, in Sweden, this figure has a ratio of eight to one in favor of the environment. The same values are in Denmark, Germany, Finland. An analysis of the ratio “which is more important – the economy and defense or the development of human capital” shows that the population of Ukraine is more critical economy and security, and one of the five respondents mentions. Although this is not the worst indicator in the same European region, Ukraine is behind the leaders (Sweden, Germany, Finland, Denmark, Slovenia). According to (European values, 2020), Ukrainians generally consider European values, particularly in the field of health, to be a worthy ideal to follow. Most respondents agreed that following the European worldview is a necessary condition for the proper functioning of society. The world expects breakthroughs in the well-being economy in terms of the COVID-19 pandemic. After all, rethinking the fundamental values of

life, the interest not only in physical but also psychological well-being is already huge. The governments of many countries, including Ukraine, will review approaches to improving the quality of life of people by introducing innovations at various levels (individual, organizational, regional, and national). The phenomenon of the pandemic gives impetus to the development of new areas of the economy, in particular, the organic food industry, the creation of organic products with new quality characteristics. The concept of the economy of experience is becoming increasingly popular. This form of economy involves providing a positive experience of using goods, obtaining mental satisfaction, which embodies the desire of people to a higher level of quality of life. The concept of a healthy region includes disparate spheres of life. The components of this concept complement each other, i.e., it is not possible to say that a region is healthy if the health care system is terrible but to ensure high health of the economy of a region, it is appropriate to develop other parameters and components of the socio-economic state of the regions. In developing and maintaining them at the appropriate level, it is appropriate to use the experience of the European region countries, which have already achieved success in ensuring all vital areas of public life.

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DETERMINATION OF FEATURES OF THE APPLICATION OF CONTENT MARKETING IN THE FORMATION OF MARKETING STRATEGY OF TERRITORIAL COMMUNITIES

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Modern trends in transparency and publicity of territorial communities ensurance began to be implemented through the web-sites creation, public pages on social networks management and content posting in messengers [1, 2]. Along with this, there is a real problem of determining the model of marketing strategies of local communities implementation, and choosing effective tools for it.

It is crucial to focus on the principles of profitability, transparency, investment attractiveness and loyalty when forming strategies for modern territorial community development. [4, 5]. Content marketing as a model for implementing the marketing strategy of the local community and brand positioning of the territory is one of the most effective tools for ensuring the successful implementation of these principles. Content marketing related to strategic marketing approaches, the main idea of which is to generate and manage demand, optimize costs and build customer loyalty to the brand as a whole, can help create and maintain a community brand. The implementation of content marketing is possible when the local community has long-term prospects for working in the Internet environment, because the development of strategy, launching tools and obtaining the desired result is gradual.

Understanding content marketing as a model of consumer thoughts operative manipulating is not correct, since the main purpose of its implementation does not provide “call for action - buy only now” [3]. Content marketing implementation for local communities provides for the development of vectors system, that jointly can produce a synergistic effect:

- popularization of the tourism sector;
- forming "investment attractive region" image;
- publicity of authorities through the prism of trust in self-government bodies;
- popularization of the governing apparatus and its actions as an element of increasing the level of trust in the territorial community as a whole;
- informing about the availability of free services, promoting additional paid services in order to increase the income of the territorial community;
- forming territorial community brand.

Effective content marketing involves a gradual content build-up (text, photo, video), which forms an increase in the consumer's brand credibility, individual structural units of the management apparatus of a territorial community or region simultaneously.

Content marketing has its own unique tools that are not used by other marketing promotion models. Unlike advertising, where the product is directly offered to buy and purchase requirements are set, content marketing works more gently and helps to objectively understand the information needs of stakeholders or community members. It also helps to predict the need for content tomorrow or define the advantages of a given region in comparison with others (touristic and investment components). Content marketing does not use aggressive and "dirty" methods of working with the target audience. Unlike advertising, working with content helps building good relationships with potential consumer gradually. It transfers him into the real customer status and does everything to change the status from "potential customer" to "permanent customer" (additional paid services promotion).

If we draw a parallel between public relations (PR) and content marketing, we can find some similar features. These two methods are used when you want to build a model of brand awareness, change public opinion to the local community etc. Unlike PR (brand promotion), content marketing is aimed at explaining to the consumer the need to purchase a specific product. Here we can see the issue of simultaneous problem solving by customer with a call to purchase goods here. The difference is seen in the choice of platform for posting information - PR focuses on newspapers, magazines, television, and so on. Content marketing is more balanced in the choice of channels promotion and it takes into account the relevance of the content and its target audience, as well as the level of user activity and traffic to the platform where the information is posted [3]. Thus, content marketing is an effective model for implementing the local community marketing strategy in the Internet space, increase in sales of additional paid services, popularization of the territorial communities brand and coverage of the desired characteristics of the region.

Summing up, it is worth noting that content marketing can be an effective tool for implementing the local community marketing strategy. Further research is needed to determine the optimal ratio of budget items to the costs that can give the greatest effect on profitability. It is also necessary to pay attention to the influence of exogenous and endogenous factors on the effectiveness of content.

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SMM MECHANISMS APPROBATION IN THE SYSTEM OF HEALTHY TERRITORIES MARKETING

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The process of transformation of society due to the introduction of quarantine measures due to COVID-19 has created the preconditions for the revision of approaches, including to the marketing system of territories. The process of suspending the active movement of the world's population to different parts of the world has dictated new conditions for the further development of marketing areas. Thus, given the need to continue doing business, and as the need to attract potential investors and tourists in the future, but in terms of actual partial, and from time to time and complete suspension of traffic between individual territories, it became most important to transform marketing activities into digital space.

Today there are a large number of digital promotion tools and they are actively used to achieve marketing goals, namely: personal site, contextual and banner advertising, SEO-optimization, email - marketing, SMO, SMM, viral marketing, blogging, infographics and others.

From among all set of the resulted digital tools the SMM occupies a special place from the point of view of territories marketing. This is due to the fact that this tool is able to solve a number of problematic aspects of the territories marketing, namely: low interest level of potential investors and their low activity, low competitiveness of business structures, poor communication and organizational mechanism of interaction between partners, and most importantly - unstable market situation due to quarantine measures related to COVID-19 (Rahmanov, F. Et al., 2020, Kurochkina, I., 2018, Pimonenko, T. et. al., 2018) This is possible by the functionality of social media marketing. Thus, social networks provide a platform for creating your own profiles, events, thematic groups, etc.

Currently, there are several types of social networks in the scientific community, depending on different classification features. Due the purpose of social networks it can be: information, multimedia, shopping, educational, economic, dating and communication networks. From the standpoint of the territories marketing, it is advisable to take an active part in each of these types of social networks. Each of them can reveal different components of the territory potential

and be an information platform for attracting new resources. Thus, among the main advantages of marketing in social networks, especially for the development of territories is the targeting depth (targeted involvement of individuals) and a high level of trust in opinion leaders (Letunovska, N., 2013, Bilan, Y. et. al., 2019).

At the same time, there are problem questions of territories marketing in social networks, namely: various types information noise - a significant amount of unnecessary information and spam. If we say about paid forms of promotion on social networks, the disadvantage is the need for high costs for testing promotion (targeting). Given the above shortcomings in the context of the study of marketing communications SMM territories should be considered not as the main tool, but as a source of traffic to the audience on the main site or "landing page".

Another characteristic feature of social networks is that they leave their users a certain emotions through the content with which these networks are filled. Accordingly, when working on the tasks of territories marketing, it can be argued that social networks are a basis for forming a lasting positive impression of the territories and its inhabitants, the business conditions, community work and leisure opportunities.

From the standpoint of forming healthy territories, where the principles of balance, environmental friendliness, expediency, accessibility, alternativeness and safety are put forward. There are the possibility of personalized contact with each individual, which providing SMM (Oleschuk, M., 2014, Rosokhata, A. Et al., 2020). It opens opportunities for creating an "eco-environment" in society. And healthy territories marketing can be directed accordingly to three aspects: territory as a place of residence; territory as a place of rest (natural environment); territory as a place of economic activity (investment, production, production and processing).

Thus, the following tasks of territorial marketing in SMM can be distinguished: development of regional culture on the basis of interaction in social networks; formation of local identity among the general public; creating an innovative and creative environment that is attractive to regional users and external partners; attracting investors and business to the territory; creating a favorable impression of products produced on the territory, as well as promoting its sales.

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EFFECTIVE MODELS FOR PROMOTING GOODS THROUGH SOCIAL NETWORKS

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With limited access to offline sales, today's business has begun to look for alternative platforms to build a customer base without being tied to retailers, sales through sales representatives, and more [5]. Based on this, businesses began to use social networks as a platform to find potential consumers, because the digitalization of society allows it to do so quickly.

Examining the domestic commercial content offered through social networks, we obtained an interesting result: in 2018-2019 in the social network Facebook there was a clear distinction between different types of business (by size) and type of content (commercial, informational, or brand promotion). Small in size and range of companies used the Facebook platform as a place to present product groups or individual units of the range. Big business did not use such a tool, but only posted PR content.

2020 was a turning point and in quarantine conditions, the number of social network users increased to 3.8 billion people, and the total number of Internet users increased to 4.54 billion people. Accordingly, each company will be able to find its potential customers. However, not every business can effectively advertise on networks. Most companies run advertising campaigns without considering the needs of customers, their motives, and their preferences. That is, they do not pay attention to customers at all. If big business is satisfied with this, because they invest considerable budgets and get customers at the expense of it, then medium and small businesses do not receive the expected profit. In the end, entrepreneurs may make the misconception that there are enough users on social media to see and buy their products, but this is not the case.

The main advantage of working in social networks is the ability to get leads (certain segments of potential consumers who have common information needs). They can be grouped by the level of financial security, status, principles, and preferences. Each social network has its separate advertising rooms, the optimization of which works differently. To advertise effectively, you should use advertising models. There are structures for advertising companies that you should pay attention

to AIDA, ACCA, DIBABA, DAGMAR, and Performance. Each of them has its advantages and disadvantages, features in the application. In our opinion, in modern conditions for domestic business, it is advisable to use the Performance model, which allows in a short time to get a stable influx of potential consumers.

Facebook is the platform with the largest number of solvent consumers, but this does not mean that users who see ads will buy the product. To run a campaign effectively, you need to use efficiency. Let's just say that it is suitable for any type of business by dividing capital [3].

Small businesses can get the first customers with a small investment, and large - to minimize costs and increase sales several times. Performance is directly aimed at the customer. Using this model, the business must determine its audience: the needs, desires, and habits of the client. Then you should make a portrait of the target client [4]. Due to this, we get effective communication at the beginning. The main advantage of the Performance model from others is its measurability. That is, when using it, we can specifically calculate individual KPIs: increase in orders, calls, leads, sales, and more. Due to the measurability of the model, the company can track communications with the audience in real-time. That is, it is possible to see which communication is effective and which should be changed.

Performance can be attributed to flexible models because it can be adjusted to each advertising goal, even if the company's task is to increase brand awareness or form a positive opinion about the company on social networks. Performance is suitable for any business that wants to advertise on social networks. For most companies, it will be standard, but there are cases of individual construction. A clothing company can use the standard of model construction, but a company with an atypical business should use the individuality of the Performance model.

Take, for example, a company that manufactures and sells vertical gardens. For him, a single use of the Performance model will not be enough. You should create a reusable with the addition of a sales funnel, with specific KPIs at each stage of the funnel. the company can not only get the expected profit but also track performance at every step [2]. You should not think that by using the Performance model immediately and necessarily the company will make a profit. First, profits are achieved gradually, provided all KPIs are reached. Secondly, if the sales department is not ready (insufficient staff), or works poorly (no skill in online sales) - it is better not to use the model. There may be a problem that sales managers will not cope with the flow of customers thereby "destroying" the Performance model. Therefore, before the implementation of Performance, the business should be prepared not only in the form of investment funds but also to maximize the correct performance of departments in the company [1].

The performance model should not be considered ideal, although at first glance it looks like this, this model requires a lot of attention and time. Now more and more companies are starting to use the Performance model and sooner or later it

may lose its relevance. At the end of 2020, the model is relevant in the Facebook environment of Ukraine and is just beginning to be implemented by individual companies. Companies that continue to want to use Performance should pay attention to which digital marketing tool it can be combined with. For example, if we combine the Performance model of advertising with chatbots, we can get an automated flow of customers. So the company will have to spend less time on the purchase. You can make a lot of such mixes, the main thing is to implement it in time. Therefore, every company that wants to stay in the online environment should not stop at one Performance model. You should use digital marketing tools as much as possible so that the company can succeed and continue to scale.

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KNOWLEDGE MARKETING AND TRANSFER OF TECHNOLOGY: WHAT ARE THE WAYS FOR COOPERATION?

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This work presents an approach to systematize relations between the university and industry in the transformation process of the transition from knowledge marketing to technology transfer. The main motives for the interaction of universities and business on the path of “knowledge marketing – technology transfer” according to (Anderson & Warner, 2020 Breznitz & Etkowitz, 2019; Chatterji, 1990; Inzelt & Hilton, 1999;) are as follows.

1. For university:
 - obtaining knowledge, information on basic research and development of new technologies;
 - direct technical support;
 - strengthening the interaction of technical staff with other organizations;
 - cost and risk reduction;
 - gaining access to valuable intellectual property;
 - acquaintance with information about competitors;
 - stimulating creativity for new research projects;
 - hiring promising students as future employees.
2. For business:
 - expanding sources of funding for the research fund;
 - improving understanding of the real value of business and ways to stimulate innovation;
 - allowing students to get a job.

Communication between knowledge marketing and technology transfer is clearly established in the analysis for example of SDGs No 4 “Quality education”, and No 17 “Partnerships for the goals” (United Nations Development Programme, 2020):

“Goal 4: Quality education:
- substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship;

Goal 17: Partnerships for the goals:
- enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved

coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism;

- promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed;

- enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation;

- enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.”

In all countries of the world (in varying degrees), there are the following problems in the implementation of technology transfer:

- science, business and the state speak in different languages in applications of technology transfer;

- scientific organizations, high-tech enterprises and government agencies lack specialists in technology transfer, able to act as intermediaries between science, business and government;

- scientists and entrepreneurs lack knowledge, skills and experience in the commercialization of research, spin-off and start-up companies.

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DIGITAL-MARKETING AS A TOOL OF BUSINESS SURVIVING DURING THE LOCKDOWN

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With the beginning of global lockdown, business operated in an off-line environment stopped its activity by reason of public safety and the rate of COVID-19 spread decrease. The enterprises of not strategic importance to the country population and economy had to suspend their running in the off-line environment. Due to the indefinite quarantine period, companies cannot wait, something needs to be done. Some companies have found original solutions to the problem, such as air travel within the city, or the transition to self-service, but most have started working on-line. For the companies that have never worked via the Internet before, the most difficult task is to adapt and get sales, that is, to attract the first customers to their business [1-2]. It is not enough just to create a website in an on-line environment and wait for the customers. You need to use a set of tools, which task is both to adapt to online business and establish a full-fledged work as well as continue to scale the business online. It is the Internet marketing that serves these tasks and helps businesses to get the maximum possible profit. Starting the online work the companies got the access up to 4.54 billion of Internet connections, among which is the list of potential customers. However, the management of the company was at lost because all the standard marketing tools used by them wasted their meaning. While changing to online position companies should pay much attention to the Internet marketing, the tools of which are focused on looking for their customers among 4.54 billion of people on the Web-platform. It can be said that off-line marketing also became online; having changed their methods and tools, but the main aim remains unchangeable, i.e. searching customers and receiving profits. But though the business began to move to the Internet environment massively in 2020, the Internet marketing was created in 1990. For the period of 30 years digital-marketing has developed and become indispensable for every company which has some practice in the Internet. There are 11 tools in the Internet marketing such as analytics; contextual and targeted advertising; SEO, SMM and YouTube submission; content and e-mail and mobile marketing and chat bots [3]. Each business should choose tools for its own specific activity. For example, companies that work in the sphere of food industry (restaurants, cafes, bars, pastry shops and so on) can use all the tools, but the companies producing industrial products often use individual tools of the Internet

marketing. But it's not the main advantage of the Internet marketing for business. In opinion of a lot of managers of off-line business, on-line business is not standard and it is important to see the effect of investments, because it is not clear where and wherefore it invests. For example, if the enterprises were investing in classic marketing, they could notice it in the real life like a profit. For example, investing in banner advertising can be seen everywhere outside. In the Internet environment entrepreneurs may think that investments in the Internet marketing are not visible, because the aspect such as «to see real life» is very rare and the companies do not understand why they invested their money. In practice, everything is quite different. One of the main differences between the Internet marketing and classical marketing is the possibility of increasing the investment value and the results on-line even more than in classical marketing [4-6].

The companies can see not only the contribution of the investment costs, but also count the result definitely. For example, using targeted and contextual advertising and YouTube, we can track each investing \$. With the help of SMM, the content marketing of the company can promote a positive opinion of customers. In case of using SEO, e-mail marketing of an enterprise can get the first clients in the Internet, and then more and more new ones as well as repeated purchases. Chatbots will help you to get in touch with customers 24 hours a day even if the client decides to send a message at 3 o'clock am. Mobile app can increase the comfort of the client and company cooperation. All investments and income can be controlled with the help of the analytics system, which looks after every company's dollar. The Internet marketing is not just a help at the start, but it is also a «must have» for every company, that is ready to work on-line. In 2019 there were 1.79 billion people who did shopping via the Internet. As a result of the pandemic this figure will be higher and can reach \$2.08 billion. According to Shopify the e-commerce income will have reached a whopping \$4.8 trillion by 2021. These figures astonish as using the appropriate tools of the Internet marketing the companies can get «endless» number of customers, the most amount of whose will do the refreshed purchase [7-8]. That is why for the companies which just start to work in the on-line environment the Digital-marketing is a tool for the effective activity and stable profits.

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SYSTEMATIZATION OF MODERN TOOLS TO ENSURE A STABLE FLOW OF CONSUMERS THROUGH ONLINE SALES CHANNELS

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The issue of building an effective sales policy in the online space is now quite relevant. Regardless of the size of the business and the field of work, the issue of finding a stable flow of consumers through online channels is of interest to all areas of business, even those that previously worked only offline [2, 3].

Currently, there are many tools that can be used separately in practice, or to form a single system of balanced measures that will give a synergistic effect. In our opinion, when choosing a tool it is necessary to pay attention not only to the cost of the tool, but also to the planned scale of coverage of the target audience, the profitability of the tool and the time parameters to obtain the desired effect [3,4]. Parametric study of the effectiveness of the use of tools allowed to form the following system, which should include:

1. Properly set up **SEO**. It is a tool that gives a long-term effect. Today's online sales policy should be based on a systematic approach to understanding consumer needs that are relevant in the market. To do this, we propose to use SEO (the formation of the semantic core of the official web-page) as a tool for gaining ranking positions in search engines. This will get more consumers through online sales channels and ensure consumer loyalty to the business. If done correctly, SEO will not only become a powerful marketing channel in itself, but will also help grow the brand as a whole. Despite the dynamic changes of search engines to sites, SEO is constantly relevant and helps web site owners gain an advantage over competitors.

2. **Teaser advertising** as a novelty for most segments of the domestic market. The use of this tool allows you to get maximum coverage of potential consumers. Teaser advertising helps to optimize the advertising budget (towards reducing the expenditure component) and increase the profitability of the clickability of banners (the number of conversions on the active link per hryvnia of invested resources for complaints). External attractiveness will force users to switch to the advertiser's site, which will actually bring income to the owner of this site and help increase the number of their customers. Using these tools helps to build an advertising campaign with clear boundaries of consumer segmentation.

3. **CPA-marketing** ("cost per action" - action fee), which allows you to create a database of potential customers and use the information to form channels for the promotion of individual product items. The expediency of this tool speaks for itself - as soon as a person comes to the site, he leaves his data, and only then managers in the process of a telephone conversation make the actual sale of a product (service) [5]. The formation of active forms that help to accumulate personalized data of potential consumers, allows you to understand the feasibility of the structure of the range, as well as to identify seasonal sales trends. The obtained data can also be used to adjust the pricing policy and goods / services.

4. **Email-mailing** as an element of content marketing. Many marketers use e-mail newsletters to host commercial content. The use of direct sales to win consumers can have the opposite effect: the potential user generates a negative response (independently identifies the mail ing as spammed). In our opinion, the problem can be solved by using e-mail distribution as a platform for placing information content and hidden advertising (placing links to certain elements of the web-page).

5. **Analytical services**. Taking into account the results of work for the previous period will provide unique information that will allow you to quickly make adjustments to the strategy of market conquest, pricing policy, as well as assess the effectiveness of the developed marketing plan. Thanks to these services, the user can track the appearance of pages of his site in the search engine index, see the links to their pages from other resources, as well as to quantitatively and qualitatively assess website traffic and the effectiveness of various marketing activities. In addition, analytics helps to form the basic parameters (age, gender, interests, level of education, etc.) of the target audience and its attitude to a particular product or service, product group or company as a whole [1]. Based on this, we can compare site traffic for our pages and for competitors' pages to identify and use the most effective marketing strategies in certain market segments. So, the use of analytics services allows you to cover various aspects of web analytics and track site traffic in detail. and other parameters.

The formation of a systematic approach to the use of tools to ensure a stable flow of consumers through online sales channels will allow for objective optimization of the marketing budget, to form and build a stable customer base, to gain competitive advantage in search engine queries. Further research is needed to determine the weight ratio of the budget allocation between these instruments, as well as to determine the feasibility of adding additional tools to a particular system.

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GLOBALIZATION IMPACT ON THE SOCIAL AND ECONOMIC DEVELOPMENT OF COUNTRIES

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The quality of business environment has important influence on the social and economical development of the state. In order to follow these processes in the business environment and to analyze them, it is important to research information about ratings that characterise this business environment, the method that is applied assigning these ratings, regulation of entrepreneurship and other issues.

Globally business environment in each country is assessed by ratings assigned to by different international organisations. The most important ratings are the following: Business Environment Assessment Rating (The World Bank research *Doing Business*), Global Competitiveness Ranking, Index of Economic Freedom, Global Well-Being Index, Corruption Perceptions Index etc. The ratings (indices) that are assigned by these organisations from a very wide range of viewpoints assess the competitiveness, business environment, economical freedom, level of prosperity, corruption and other spheres.

The annual analysis of international organisations reveals which administrative obstacles, bureaucratic barriers and regulating norms create problems for entrepreneurs. Analysing the dynamics of index data it is possible to determine in which spheres the situation has improved and where it has deteriorated. This enables the assessment of the results of the measures that have been carried out and helps to identify new problems, where finding a solution the business environment.

Comparative analysis of indices developed by international organizations provides information on the countries included in the rating, including those that demonstrate excellence in ensuring the quality of the business environment. Answers about the business environment and its evaluation methodology can be found in the methodologies, informative materials, scientific publications, etc. developed by companies that form international ratings.

An analysis of rating dynamics over a number of years shows which countries have increased their competitiveness in recent years and which have lost their position in the struggle for international competitiveness in the face of market economy challenges. National governments are constantly working to improve the business environment so that they do not lose their position in international competition.

The business environment is changing every day both within the company and in the country or, in the case of Latvia, also under the influence of internal and external conditions of the EU, as well as as a result of continuous changes in globalization processes. Cyclical economic development in the world, when the

governments of individual countries have made mistakes in managing socio-economic processes, poses significant problems for their entrepreneurs and citizens. Any negligence, indecision or error in political, economic, financial or legal matters in the decisions taken by national governments shall not go unnoticed. International stock exchanges, international rating agencies, officials of international organizations and other countries, as well as international organizations in their ratings, provide immediate signals to the world community. It is the responsibility of each country to analyze and evaluate this information.

At the global level, the Global Competitiveness Index (GCI) rating is very important. It is made up of The World Economic Forum (WEF), which publishes its annual Global Competitiveness Report each year. The Global Competitiveness Report is prepared by the World Economic Forum together with Harvard University and partner institutions in partner countries. The Global Competitiveness Report presents the results of an annual survey, a ranking of countries around the world according to a competitiveness assessment (rating) based on a methodology recognized by the World Economic Forum. It helps to assess and draw the attention of policy-making institutions and the business sector to individual sectors and their development dynamics compared to other countries.

The World Economic Forum report defines national competitiveness as a network of institutions, policies and factors that affect a country's level of productivity, while a level of productivity affects the level of prosperity a country's economy can offer its people and the return on investment that capital owners receive.

The Global Competitiveness Index is calculated using 12 groups of criteria (pillars) that characterize each country in the following areas: 1) institutions, 2) infrastructure, 3) macroeconomic environment, 4) health and basic education, 5) higher education and adult training, 6) commodity market efficiency, 7) labor market efficiency, 8) financial market development, 9) technological readiness, 10) market size, 11) degree of business complexity and 12) innovation.

Each group includes assessments of several factors and their overall assessment. Each assessment group describes competitiveness separately, but the index itself is created as the weighted average of the assessments of the individual assessment groups on a scale from 1 to 7 points. The highest score is rated with 7 points. The country's overall position in the index depends on the weighted average, looking at all the individual indicators together.

Countries are divided into three stages of development according to the welfare indicator. Two transitions or intermediate stages have also been introduced by country, from the first to the second and from the second to the third (see Table 1). The measure of gross domestic product (GDP) per capita was used to measure welfare. In turn, the degree of influence of factors of production is assessed by the share of primary processing products in total exports of goods and services.

Countries in which more than 70% of exports of goods and services are primary products are considered to be driven by factors of production.

Table 1. Breakdown of the Global Competitiveness Index by development stage according to their prosperity indicator, 2018-2019

Stages of national development	GDP per capita (USD)	Number of countries (144)	% (100)
First stage: the driving force of development is the factors of production	< 2000	37	26
Intermediate from first to second degree	2 000-2 999	16	11
Second stage: the driving force of development is the efficiency of the use of factors	3 000-8 999	30	21
Intermediate from second to third degree	9 000-17 000	24	16
Third stage: innovation is driven by innovation (innovation)	>17 000	37	26

The first stage includes countries whose development is driven by the use of factors of production (cheap labor and natural resources). In 2018-2019, out of 144 countries included in the Global Competitiveness Index, this group includes 37 countries or 26% of the analyzed economies (for example, Bangladesh, Ethiopia, India, Kyrgyzstan, Nicaragua, Nigeria, Pakistan, Tajikistan, Vietnam, Zimbabwe, etc.).

The second stage includes countries whose development is driven by increasing the efficiency of the use of factors of production. This group includes 30 countries under analysis, representing 21% (eg Albania, Armenia, Bulgaria, China, Romania, Ukraine, etc.).

The third stage includes countries whose development is determined by innovation-based solutions. This group includes 37 countries to be analyzed (eg Australia, Canada, the Czech Republic, Denmark, Finland, France, Japan, Sweden, Switzerland, the United Kingdom, the United States, etc.), representing 26%. Only Estonia from the Baltic States is in this group, which is in 29th place with 4.71 points.

There are 16 countries in the intermediate stage from the first to the second stage, which makes up 11% (for example, Angola, Azerbaijan, Moldova, Mongolia, Saudi Arabia, Venezuela, etc.).

In contrast, 24 countries are in the intermediate stage from the second to the third stage (for example, Argentina, Brazil, Croatia, Hungary, Kazakhstan, Poland, Russia, Turkey, etc.), which makes up 16%. This group of Baltic States includes Lithuania with 4.51 points and ranks 41st in the rating, as well as Latvia with 4.50 points, ranking 42nd respectively. The most competitive countries in the world are

in the third place and out of the 144 countries included in the Global Competitiveness Index in 2014-2015, Switzerland ranks first with 5.70 points. A favorable business environment is a precondition for the country's economic development. The business environment is one of the most important tasks of the state economic policy. Factors that stimulate economic activity and the competitiveness of companies are the business environment, the quality of human resources, the flexibility of the labor market, quality transport and communication infrastructure, access to finance, etc. The quality of the business environment also ensures the country's competitiveness - the better conditions the state is able to create for entrepreneurs, the higher investments can be expected in the economy, which in turn means the creation of new jobs and increased welfare of the population.

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MEASUREMENT OF TERRITORY ATTRACTIVENESS: METHODOLOGICAL APPROACH

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Mostly speaking about competition, we mean competition between enterprises, but it's important to remember that competition can occur at different levels – competition between people, competition between departments or competition between territories [8; 13-15].

Competition between territories is an urgent problem of our days. Territories struggle for people, financial support, tourists, resources, etc. And to become better in this struggle, territories try to become more competitive and attractive for different target audiences. Works of many scientists prove it [1-7; 9-12].

Territorial competitiveness can be described using these key elements: added value, prosperity, productivity, economic development, welfare; and territorial attractiveness includes such key elements as competitive advantages and capacity to attract.

So, territorial attractiveness involves territory's current competitive advantages and can attract people, investments, resources, etc. that makes it interesting for different target audiences, and territorial competitiveness is more future- and business-oriented. From this perspective, the problem of the territorial attractiveness measurement at different levels is up to date.

In this study to identify the attractiveness of territories the authors' approach to the territory's attractiveness measurement was provided. This approach was established thanks to the authors' deep theoretical analysis of topic-related literature, its systematization, and comparison. The methodological approach involves 7 stages and aims to calculate indexes of the territory's attractiveness from two aspects – economic attractiveness (further on – EconAttr) and the marketing attractiveness (further on – MarkAttr) (Figure 1).

Thus, using this approach it's possible not only to lead a comprehensive measurement of the territory's attractiveness, but also to identify the weaknesses and competitive advantages of the analyzed territory. And, as a result, to determine strategies of territories further development and ways of its promotion for different target groups – strategy of competitive advantages support, strategy of competitive advantages development; strategy of selective intensive development; or strategy of competitive advantage formation.

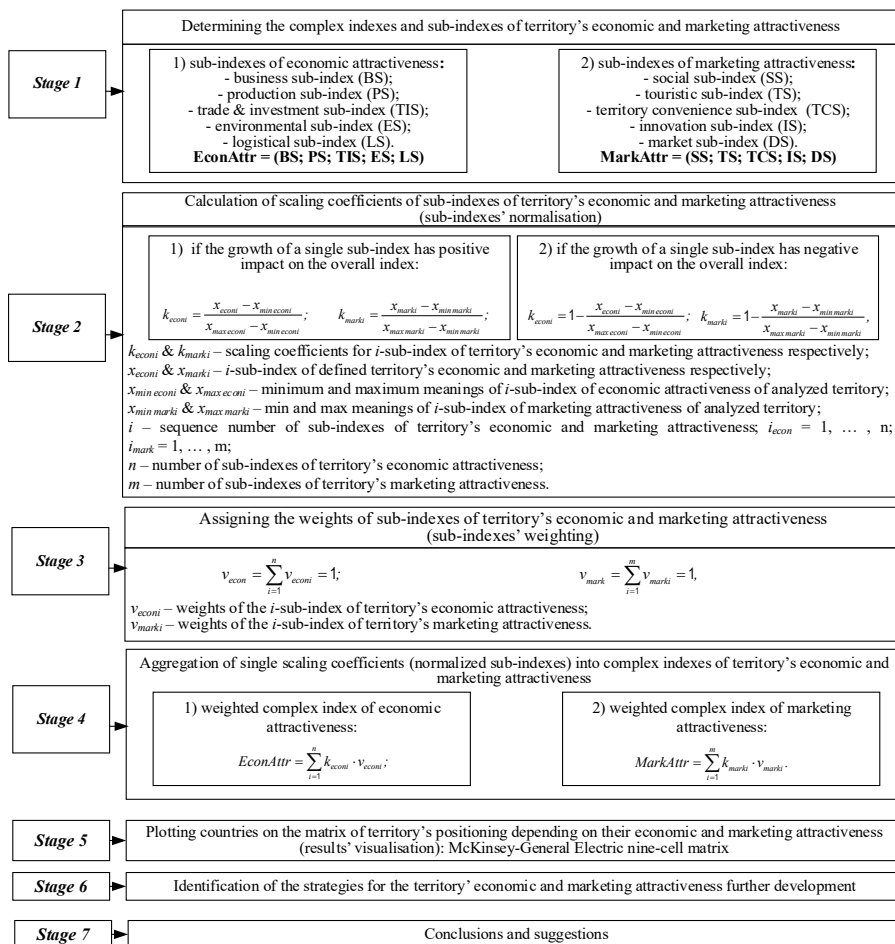


Figure 1. Authors' approach to territory's attractiveness measurement

Thus, a methodological approach to assessing the economic and marketing attractiveness of the territory has been formed. It allows identifying the competitive advantages of the territory, which provide it with leadership positions in the eyes of different target groups.

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UKRAINIAN SILICON VALLEY: UTOPIA OR REALITY

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In today's world, where the market is growing rapidly and every manufacturer wants to be a leader, thus creating economic competition, only those countries that meet all the requirements for research and their future implementation in production win [2]. The first and successful example of the implementation of a well-established system of joint work of scientists, investors, and businesses in Silicon Valley in the United States, which has brought together experts from all fields. It contains the most famous companies around the world: Apple, Microsoft, eBay, Google, Intel, Yahoo! etc. The success of the Innovation and Technology Center is a good example for many countries and there have been many attempts to implement a similar project [3].

During the years of independence in Ukraine, the idea of creating a "Silicon Valley" has been raised several times, but each time the project was considered too risky, and to calculate performance indicators for participants in the creation and implementation of this research center failed. In our opinion, the issue of creating Silicon Valley in Ukraine is relevant and promising and needs more thorough research to determine the effective effect of the subject-subject relations of the project.

The subject of this project is - innovation, investment, raw materials, and social impact; and the subject for whom the project is considered profitable are - project participants: the state, research centers, business, investors, and society. A certain effect is important for each of the market participants.

The task of the business is to make a profit, conquer a larger market segment, create environmentally friendly products, reduce the cost component of production [1]. Based on this, Silicon Valley can interest business only in innovation (getting a new competitive product) and investment (getting extra profit).

The task of the scientific sphere is to test new ideas and find ways to make a profit from the newly created product. It turns out that for the scientific field, which develops and masters innovative goods and services, the effect of innovation is important, as a start to profit (recognition in society, additional income, etc.). It is

the result of many scientific studies, scientific, technical, and technological information.

The state is the entity that can maintain the greatest (social, innovative and investment effect): the inflow of new investment into the country, the creation of additional jobs for scientists and in the service of the project, the export of technology or innovative goods and services, which do not yet exist in the world, increase in tax revenues, etc.

The social effect is important to society. That is, it is the result of investments that can have an impact on improving development, increasing incomes, improving working conditions, increasing the number of jobs, improving people's health and quality of life.

Investors of the project, which may be the state, legal entities, and individuals, are important to the effect of profitability - to obtain additional benefits from the implementation of an innovative project.

In addition, it should be noted the obstacles that may arise in the creation of the Silicon Valley project in Ukraine:

1) lack of an effective legal framework as a tool for copyright protection in certain areas. In Ukraine, there is no effective mechanism for combating academic integrity and intellectual property, lack of effective means to combat copyright infringement on the Internet and poor functioning of intellectual property legislation, and failure to maintain international copyright standards in the country;

2) the unfavorable investment climate for foreign capital inflows. Foreign investors do not want to invest in such projects, as they are quite risky and potential investors are aware of the situation in the country, namely economic and political instability, corruption, the imperfection of the fiscal and customs services;

3) lack of support for the real economy by the authorities (effective grants, programs, scholarship programs for the development of the research center). In Ukraine, there is no support for small and medium-sized businesses, there are administrative restrictions on project management, lack of adequate laws, and unfavorable conditions for business development in general [4];

4) mass export of intellectual property and specialists of narrow knowledge-intensive profiles (programmers, engineering, medicine, etc.). Every year more and more educated professionals leave the country, as they have no hope for a better life in an unstable situation in the country. They do not have professional recognition in Ukraine, do not have the opportunity to develop their careers, and the minimum wage is possible;

5) lack of a quality model of work motivation. There are no favorable conditions for work and testing of new ideas, low wages and support for creativity, and lack of self-improvement;

6) lack of investment protection guarantees. Non-orientation of tax legislation and fiscal service to protect the rights of investors, possible adverse

changes in investment conditions, lack of compensation and compensation to investors;

7) lack of foreign investment hedging instrument. Insufficient state protection of investments, high inflation, unstable legislation and lack of protection guarantees, instability of the financial system in Ukraine, high level of bureaucracy and corruption, the complexity of registration and certification and customs procedures, and tax pressure from the authorities increase the risk of investment losses;

8) a small amount of investment. Few are willing to take the risk of investing large sums of money and supporting unknown authors.

Silicon Valley is a fairly large project that even economically developed countries cannot afford. After conducting research, we came concluded that it is impractical to create such a huge and large-scale project for all areas. The introduction of technology parks in the IT field, engineering or biochemical or medical fields will be promising for Ukraine. Only after receiving a stable income from such projects will it be possible to raise the issue of creating Silicon Valley.

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DIGITAL ADULT EDUCATION AS A FACTOR OF THE DEVELOPMENT

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The modern period of society's life is characterized by the intensive development of the digital economy, which is directly related to services for providing online services, online stores, the activities of information sites, and the development of technologies that allow various transactions to be carried out online.

The 21st century is a time of significant transformations, the emergence of the information society, accelerated innovation, and networking. So, digital education formation is objective.

Distance learning, facilitated by the development of information technology and communications, is becoming more widespread. The digitalization of education enables to increase the virtual mobility of students, allowing them to study in educational institutions of different countries and take internships there. Digitization of educational services allows competing within a single educational space.

Digital education provides innovative opportunities for communication, exchange of knowledge, ideas, and experiences between teacher and student through the use of digital computer technology. Digitalization of education is not a trend but a way of developing, progressing and transitioning to a new stage of civilization in adult education - the Industry 4.0 stage. Education digital technologies enable to make the learning process mobile, differentiated, individual, exciting and rich. Simultaneously, the latest education technologies do not replace the teacher for an adult student but complement it [1].

Gradually, with the introduction of digital education, new professions began to appear. There are the following occupations among the modern "digital" professions that are relevant and in demand in the global labor market in the world's leading countries: drone operator, robot consultant, solar power engineer, solar technology specialist, digital currency consultant, 3D engineer -printing, electric car mechanic, project manager of medical robots, vehicle analyst, game designer, personal web-manager, viral analyst, big data manager, virtual reality architect, digital librarian [3].

Digital education today is in an intermediate stage: millions of people and thousands of large companies and leading universities worldwide are already using distance learning platforms, but the widespread adoption of technologies has not yet reached, despite the unexpected help of the pandemic. People do not have enough knowledge and skills to cope with the large descendant of new technologies. Online education will continue to supplant full-time education after the pandemic. Upbeat

technology advocates predict that 30% of vocational education programs will be available online by 2024. Achieving this figure requires digital education, especially for adults, since they will be those who will teach.

The global education market in 2019 amounted to about \$ 6 trillion. However, in assessing its «digital» part, analysts have different ideas. For example, according to the international analytical agency Holon IQ, it is slightly more than 1%, or \$ 74 billion, according to the World Federation of Trade Unions teachers Education International, its share is about 3%, or 165 billion dollars, and researchers from Global Market Insights call even larger numbers - Global Market Insights more than 200 billion dollars [2].

The upcoming transformations of adult education are directly related to changes in the labor market and the displacement of reproductive and algorithmic (primarily routine) types of professional activity into the competence of robotic systems with artificial intelligence and sensory interfaces. They surpass human capabilities in several ways. It actualizes a significant growth in the need for digital learning and almost every person's creative abilities and throughout his or her life. Digitization and virtualization in education are motivating, inspiring and potentially broad challenges for individuals and societies. Smart educational tools and resources should allow individuals to develop complete expertise, knowledge and skills and unleash their innovative perspective [4].

The history and development of high technologies in other industries have shown that sooner or later, a high tech will cease to be the lot of the elite and will spread across the planet, becoming more accessible and every day. The same will happen with educational technologies. The coronavirus pandemic has demonstrated the necessity and usefulness of digital services for lifelong learning in the corporate segment and the most traditional adult education forms.

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GREENING IN AGRICULTURAL SPHERE

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Agriculture is a field of management in which production is associated with the use of natural resources [3, 9]. Land resources are the main means of agricultural production. Other natural resources (water resources, forest resources) are also used in the production process. At the same time, agricultural production has a significant impact on the environment [7, 8]. Thus, the problems of environmental protection and preservation become relevant.

Reducing the negative impact of agriculture will contribute to the conservation and reproduction of natural resources. It should be aimed at creating an ecological environment and providing the population with ecologically clean agricultural products [2, 10].

Thus, today preference is given to environmentally friendly development of agricultural production. Under the greening of agricultural enterprises understand the processes aimed at finding such environmental and economic methods that reduce the negative impact on the environment and ensure the efficient use of natural resources [1]. The processes of environmental pollution and the use of economic resources are objects of greening [4, 5].

Greening of agricultural enterprises requires structural changes, the introduction of new technologies that have less burden on the environment. Such changes should be carried out under the condition of strengthening the environmental responsibility of economic entities, improving the regulatory framework, standards of technological processes of production, which will not harm the environment throughout the process.

General directions of greening of agriculture include the introduction of alternative agriculture (growing organic agricultural products), the introduction of new energy-saving and resource-saving technologies, alternative farming systems (limiting the use of chemical plant protection products), reproduction of soil fertility, prevention of soil degradation, use of agricultural products., etc. It is necessary to use the experience of countries that have achieved some success in the field of greening of agriculture.

It is important to pay attention to the mechanisms that will contribute to the process of greening of agriculture:

- mechanisms aimed at combating negative environmental consequences (pollution fines, environmental tax, licenses for certain activities, etc.);
- mechanisms that promote the development of environmental production (preferential lending, subsidies, preferential taxation, etc.);

- mechanism of state support (implementation of environmental programs)
- market-oriented mechanisms (creation of ecological brands, ecological marketing, ecological certification, etc.).

The implementation of such mechanisms will contribute to the development of the market for environmental goods, living standards and improve the environmental situation in the country.

The development of the agricultural sector of Ukraine's economy has a strong potential and impact on the economic situation in the country, but the current environmental condition of agricultural systems and low economic efficiency of agricultural production are unsatisfactory [6]. Therefore, the greening of agriculture in Ukraine is becoming important.

To form a balanced rational system of nature management in agriculture, the main directions of greening in Ukraine should be the following.

- to carry out a scientifically substantiated transformation of the structure of agricultural lands (to withdraw a part of lands from intensive agricultural cultivation);

- introduce the use of resource-saving technologies (increase soil fertility, reduce soil erosion, increase soil moisture content, use new tillage technologies, etc.);

- to develop organic agriculture;

- increase investment in agriculture;

- implement effective mechanisms that will increase social, environmental and economic responsibility of agricultural producers;

- to develop and implement state programs to support the production of environmentally friendly agricultural products.

It should be noted that the pace of greening of agriculture in Ukraine is constantly growing. According to experts, the rate of development of organic production in Ukraine is 5.5 times higher than in the EU and 4.9 times higher than in the world. Among European countries, Ukraine ranks 11th in the total area of land that is certified as organic. At the same time, during the last 5 years the total area of organic agricultural lands have increased almost 1.5 times, but they occupy only 1% of all agricultural lands of Ukraine [3]. Exports account for 90% of all organic products produced, and the main organic goods are cereals, oilseeds and legumes (a total of more than 400 items of organic products, which are sold in more than 40 countries).

Thus, it is substantiated that the greening of agriculture is a complex process. The effectiveness of which largely depends on a set of organizational and economic measures of national, regional and international directions. In particular, Ukraine needs to introduce new energy-saving and resource-saving technologies, comply with environmental safety requirements and develop organic farming.

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ONLINE SALES: IMPACT OF COVID-19

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The pandemic has an impact on all spheres of social life, involving in consumer behaviour. At the same time, the experts confirmed that pandemic catalyzed the development of online trading (Syrovatko, 2020; Sedliacikova et al., 2020).

The increasing numbers of active Internet users lead to changing of communication channels and online instruments in the digital environment. It should be noted that in 2020 the e-commerce market starts to grow. The Internet became the place for communications, searching information, buying and selling (Chornyy, 2020a, 2020b).

Considering the dataset (Simonenko, 2020) in October 2020, the average check of internet-trading increased from 754 to 958 UAH or by 25,5% compared to October 2019. Online trading in total increased by 49,2% (Simonenko, 2020). Thus, the most popular product in the pandemic were:

1. Kitchen utensils (27%);
2. Hair dye products (25%);
3. Books (25%);
4. Board games (19%);
5. Hair clippers (15%);
6. Puzzles (14%);
7. Computers / electronics (13%);
8. Air purifiers (13%);
9. Yoga mats / indoor classes (12%);
10. Pillows (11%) (FinanceUA, 202).

The increasing of online shopping led to extending of discount, bonus and promotion program in online shopping. Considering the report of Promocodius, the searching of promo codes for online shopping increased by 3-8% in Ukraine. The demand for coupons on clothing increased by 13% and cosmetics – 9%. Besides, in 2020 the promo codes for AliExpress had been searched by 7% frequent compare with the previous year (DeloUA, 2020a; Chygryn et al., 2020).

According to a CBR, the TOP-3 categories that Ukrainians most often buy online were clothing (47%), home appliances and electronics (46%), cosmetics and perfumes (37%) (DeloUA, 2020b). From March 2020, the demand for beauty and

health products grew by 84%, food – by 110%, and household goods became more popular by 345% (Syrovatko, 2020; Polo, 2020; Starostina et al., 2020).

The findings of the survey conducted by OLX confirmed that online trading allowed earning more money compared with traditional trading. OLX surveyed 30,000 respondents. Thus, 10% of those who run their business indicated that they earn from 50,000 to 100,000 UAH per year, 6% – 100,000-25,000,000 UAH, 5% – 250,000-500,000 UAH and 16% – more than 500,000 UAH.

The results of the analysis showed that pandemic could be characterized as an inhibitor of online trading. At the same time, the traditional business felt the negative consequences of the pandemic. In this case, the traditional model of business running should quickly accustom to the new wave of digitalization of the economic process.

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SEGMENTATION FOR CONSUMERS OF SMALL AND MEDIUM BLOOD SERVICE ENTERPRISES

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One of the important components in marketing activities managing in small and medium blood service enterprises is customer analysis in blood service and segmentation [7].

About segmentation effectiveness indicates the growing quantity of publications about working with individual donors' segments (especially in recent years). It also indicates the need for the development of measures to establish communication with each segment.

Segmentation of blood service's consumers has its own features. All donors help solve the problem of blood shortage in society. It differs in the *level of readiness for donations*, barriers, motives, age, cultural and racial differences, and other secondary factors.

The main factors of segmentation in the blood service are:

1. *Level of readiness for donations*: non-donors (never donated blood); existing donors (donate blood regularly); lost donors (stopped donating blood for objective or subjective reasons).

Donors by barriers and motivation are divided into: "Impure altruists", "I want to, but make it easy for me", "Free-riders", "Reciprocal altruists", "I can't because I'm scared" and "I want to, but I can't" [6].

Non-donors by type of barriers to be donors (informational, internal, space-time, procedural): "Very Inhibited" (exposed to a large number of barriers of all types); "Uninhibited" (exposed to fewer barriers); "Apprehensive" (mostly subject to barriers of information and internal nature); "Busy" (feel mostly barriers of time and space of information) [9].

Existing donors by the degree of loyalty to the blood service institution: primary (donated blood several times during the whole period) and permanent (donate blood more than 2 times in a year for several years).

Lost donors by reasons: objective donors (can not donate blood by health reasons), subjective donors (by subjective reasons - moving to another place, lack of habit, no company, no reminders, etc.), temporarily taken away (after certain conditions, it will be allowed to donate blood). Text messages and phone calls are the most effective for the return of temporary allotments.

2. *Motivation*: voluntary (donate blood free of charge for altruistic reasons); family (handed over at the request of relatives or acquaintances); paid (donate blood on a paid basis).

Voluntary donors are recognized as the safest because they are motivated by altruism, the desire to help others, a sense of moral duty. They are more responsible for donor status.

3. *Age*: schoolchildren (mostly high school children as potential donors in the future); youth (students of medical universities, military students, students of other universities); older people (working in large organizations, small and medium businesses); pensioners and the unemployed.

Schoolchildren can donate by their parents first, and then they will also become donors while studying at the university. It is necessary to explain the blood donation process features, improve awareness of the need for blood, and change wrong thinks about blood donation.

According to the analysis of communication tools, it is advisable to conduct most blood donation campaigns through social media for young people. Because young people are more influenced by Internet technology. It is also advisable to use small signs of gratitude with the blood center logo [8].

Medical students can be effective motivators among students of different universities or faculties due to their role and ability to put themselves in a yearling group. Nurse students could help promote this dedicated practice and develop a mature, responsible civic position [3].

Military students have good physical shape, athletic status, academic success, and the desire for a military career after graduation. This is largely due to blood donation. Donor behavior may be influenced by their attitudes toward civic responsibility, time constraints, incentives, peer influence, and blood collection agencies' characteristics.

4. *Scope of activity*: staff of the blood service institution; medical workers; non-medical professionals.

Blood service staff can assist in recruiting donors. The key to donor support is good service. Long waits, long blood donation times, donor reactions, poor service, and little interaction with the donor are the main reasons for donor dissatisfaction.

Hospital staff is one of the most effective sections of the population in promoting blood donation. In some hospitals, mostly foreigners are treated, and finding relatives, in this case, is almost impossible. Then a good solution is to encourage hospital staff to donate blood [1].

5. *Gender*: male donors and female donors. This factor is important because women are allowed to donate blood less often than men.

6. *Level of commitment*: potential (theoretically can be donors); interested (showed interest to donation); primary (donate blood for the first, second, or third time); permanent (apply repeatedly); fans (not just donate blood, but also recommend to be a donor to their acquaintances and colleagues).

7. *Religious and racial affiliation*: the majority of the population (always live in some region); racial and religious minorities.

Recruitment of racial minorities is especially important when members of such minorities differ in blood type or HLA. This can lead to a shortage of rare groups in these minorities' treatment. They can help increase awareness-raising donations through educational activities, engage religious or other leaders, and improve infrastructure on the ground [2].

8. *Origin and place of residence*: local population; migrants and refugees.

Marketing programs to attract refugees and migrants should be developed to shape health expectations. It is important to explain how participation in donation programs can help them in the future [5].

Segmentation of blood service consumers can choose both on one, and on several and even all variables.

It allows us to identify the real and potential needs and donor's motives, maximize the benefits of a single donor, successfully compete with blood service facilities. Segmentation allows blood service centers to choose the target market, focusing on its activities. It also allows them to define and implement the strategy of development of the centers.

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EUROPEANS' CONSUMER BEHAVIOUR DURING AND POST- PANDEMIC: PRIORITIES AND TRENDS

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The research “The conflicted Continent: Ten charts show how COVID-19 is affecting consumers in Europe” (Marco Catena et al., 2020) demonstrates the effects of forced lockdown (based on consumer statements) on working, shopping and leisure habits of consumers, which are especially evident in the European Union, varying from country to country and sometimes from the rest of the world. These are main outcomes of the research.

The first is that European consumers are more pessimistic about economic situation and recovery in their country of residence despite government efforts to mitigate the impact of the crisis. Consumer confidence is cautious about recovery (returning to the March levels in September). 31% of European respondents believe in pessimistic scenario (with 42% and 37% in Spain and UK, and 17% in Germany), compared to 4% and 10% in China and India and 17% in the USA. More than half are unsure about the future, reaching 66% in Germany. Only 14% of Europeans believe that the economy will restart and start growing in the nearest future compared to 39% in the US and 58% in China and India.

Table 1. Consumer confidence (% of respondents)

Scenario	China	India	US	EU	France	Germany	Italy	Spain	UK
Optimistic: the economy will restart in the nearest 2-3 months and even grow beyond pre-pandemic levels	58	58	39	14	12	17	14	11	17
Unsure: 6 to 12 months are needed to recharge with slow growth or stagnation afterwards	38	32	45	55	53	66	60	47	47
Pessimistic: the economy will suffer from lasting effects with lengthy regression	4	10	17	31	35	17	26	42	37

Source: developed by the author based on Marco Catena et al., 2020

The second outcome – lasting low levels of consumer confidence affect shopping patterns to great extent. More than 30% of Europeans are searching for

money saving techniques. 27% are looking for less expensive alternative products and brands to ones they usually buy. Trading down is mostly spread in Spain (34%) and less in Germany (20%). This inclination is similar to the global trends.

Table 2. Shopping trends to save money (% of respondents)

Scenario	China	US	EU	France	Germany	Italy	Spain	UK
Change to more affordable alternatives	28	27	27	24	20	28	34	29

Source: developed by the author based on Marco Catena et al., 2020

The third outcome – European consumers embrace digital transformation in shopping since the beginning of lockdowns together with the rest of the world. Meanwhile this rate is 20 to 40 % in the US, Europe is showing not so impressive 10 to 20 % of online growth across categories. Spanish and British consumers are doing more online shopping in different categories while German remain more hesitant. Food takeout and delivery, apparel and household supplies present 0% growth in Germany. Italian shoppers order more snacks and personal care products staying behind in over-the-counter medicines. Possible reasons may be long delivery periods, missed delivery slots, unsatisfactory online shopping experience and need to contact with the merchandise in person. Surprisingly changes towards online shopping in consumer electronics are least profound across Europe. OTC medicine experiences 30 to 49% growth in France, Spain, UK, remaining low (1 to 14%) in Germany and Italy.

Table 3. Online consumption since quarantine measures (% of growth)

Country	Groceries	Snacks	Food takeout and delivery	Apparel	Jewelry	Nonfood children' s products	Household supplies	Personal care products	Skin care and makeup	Furnishing and appliances	OTC medicines	Books/magazines/newspapers	Consumer electronics
France	15-29	1-14	1-14	1-14	1-14	15-29	1-14	15-29	1-14	1-14	39-49	1-14	1-14
Germany	1-14	1-14	0	0	1-14	15-29	0	15-29	1-14	1-14	1-14	1-14	1-14
Italy	15-29	30-49	15-29	1-14	15-29	15-29	15-29	30-49	1-14	1-14	1-14	1-14	1-14
Spain	15-29	30-49	1-14	15-29	1-14	15-29	30-49	15-29	15-29	15-29	30-49	1-14	1-14
UK	15-29	15-29	1-14	1-14	15-29	15-29	15-29	15-29	15-29	15-29	30-49	1-14	1-14

Source: developed by the author based on Marco Catena et al., 2020

Use of digital services by existing and new customers vary across categories. Online streaming and restaurant delivery attract return users, while grocery delivery and restaurant curbside pickup were new experiences for many first-time customers. Consumers intent to continue using services they addressed during the crisis. In-store self-checkout proves to be the most popular option in an attempt to avoid crowded venues, succeeded by the categories of pre-owned products and deal-finding plug-ins, slightly less engaging is direct social media shopping, online purchases for in-store pickup, using store or restaurant apps. Restaurant curbside pickup became a preferred habit for only third of respondents. Online habits also vary by country. Spanish consumers are more eager to keep using restaurant delivery (59%), while German users show moderate 41%.

Table 4. Use of digital and omnichannel services (% of respondents, 18+)

Scenario	Restaurant delivery	Grocery delivery	Meal-kit delivery	Quick-serve restaurant drive-thru	In-store self-checkout	Restaurant curbside pickup	Buy online for in-store pickup	Store curbside pickup	Used a new store or restaurant app	Purchased pre-owned products	Purchased directly from social media	Used deal-finding plug-ins
Intent to continue using	53	51	42	56	82	35	64	50	61	71	64	75

Source: developed by the author based on Marco Catena et al., 2020

During crisis trust becomes more important for consumers in making purchasing decisions. Brand's purpose became more important for over third of European consumers than it was pre-crisis. In Southern Europe almost every second shopper choose value-driven brands. German consumers are more conservative. This attribute is crucial factor for young and female consumers in all countries. Main topics of concerns are cruelty-free production, sustainability, fair treatment of employees.

Table 5. Shifting shopping motive (% of respondents)

Key factor	Europe	Germany	France	UK	Italy	Portugal	Spain
Brand's purpose importance	34	20	25	28	41	46	52

Source: developed by the author based on Marco Catena et al., 2020

Trust gap between smaller and bigger companies is deepening during crisis. Surveys show that this tendency started pre-crisis, i.e. in 2019 trust gap in France comprised 22% compared to 8% in the world. Europeans tend to buy from local companies and smaller brands more than from large companies. They find smaller companies more trustworthy (bias called the Goliath effect, or fear of fear of giants). It became more evident during crisis. Shop local is one of the ten main reasons for deciding to try new shopping behaviors.

Table 6. Trust gap between bigger and smaller companies (% of respondents)

Key factor	Europe	Germany	France	UK	Italy	Spain
Choosing big brands (net intent)	-9	-10	-15	-8	2	-12

Source: developed by the author based on Marco Catena et al., 2020

Generation gap is evident in the attitude to new shopping technologies. Millennials (aged 25-39) and Z generation (aged 18-24) are more often ready to use different shopping methods digital shopping in particular appreciating benefits of safety and convenience.

Table 7. Generation gap in changing shopping habits (% of respondents)

Behavior	Gen Z (18-24)	Millennials (25-39)	Gen X (40-56)	Boomer (57+)
Different retailer/store/website	44	34	26	21
Different brand	38	33	26	18
Private label/store brand	27	23	19	14
New shopping method	31	20	15	10
New digital shopping method	29	22	12	7

Source: developed by the author based on Marco Catena et al., 2020

New circumstances and economic challenges motivate consumers to try new shopping technologies, change brands and/or retailers. More than 60% of shoppers have applied changes to their shopping routines during pandemic due to price, safety and convenience. For example, self-checkout at stores is a new norm for the majority of shoppers as less crowded stores with shorter lines are preferable. Although overall

European rate is lower than in China and US, 70 to 80% of shoppers intend to continue their new behaviors. Italians are more inclined to change than Germans.

Home-based activities and habits developed during crisis tend to remain for longer periods. The most popular are cooking, online streaming, using social media. Consumers are hesitant to resume out-of-home habits, especially involving large gatherings of people (events, plane travels). 63% of consumers have not returned to regular out-of-home activities. Such activities as personal care/grooming at home, using digital exercise machines, remote self-learning, online fitness and wellness apps experienced accelerated shifts in consumption.

Table 8. New shopping behaviors among consumers (% of respondents)

Scenario	Europe	France	Germany	Italy	Spain	UK	US	China
Changing shopping behavior	61	56	50	69	66	63	73	86

Source: developed by the author based on Marco Catena et al., 2020

Compared to last year holiday season (e.g. Black Friday, Christmas), consumers expect to spend less despite overall positive shift in spending in the next few weeks. China demonstrates the only optimistic intent among consumers. Between 25 to 50 % of consumers report an intent to shift online while in-store is prevalent for 10-25% consumers.

Table 9. Holiday spending (% of respondents)

Behavior	Europe	France	Germany	Italy	Spain	UK	US	China
Spend less	45	44	29	54	56	43	42	25
Spend more	7	6	7	6	7	9	17	29
Net intent	-38	-38	-22	-49	-48	-34	-25	4

Source: developed by the author based on Marco Catena et al., 2020

Safety is one of the crucial objectives at stores. More than 80% of European consumers are strongly concerned about keeping visible safety measures as wearing masks, installing barriers, sanitizing surfaces. This rate increased 4% since May. Keeping this policy helps to reassure offline consumers. This include: Cleaning and sanitation – increased cleaning, improved air filtration, availability of sanitizing supplies throughout the store. Health checks – customer wellness check, e.g. temperature, on entry, employees’ wellness check, e.g. temperature, on entry. Masks and barriers – customers and employees wear masks, customers and employees are provided masks and gloves, plastic barrier with cashier. No-contact purchasing – curbside pick-up, cashier-less checkout, no contact delivery, buy online for pickup in store. Physical distancing – customer number limit, distancing in customer line,

reduced employee activity during shopping hours. Store regulations – no customer product testing, one-way store aisles, special hours for high-risk shoppers.

Table 10. Priorities when deciding where to shop in-store (% of respondents)

Criterion	Masks & barriers	Cleaning & sanitization	Physical distancing	Store regulations	Health checks	No-contact purchasing
Importance	33	25	18	8	8	7

Source: developed by the author based on Marco Catena et al., 2020

The uncertainty of the coronavirus crisis reflects in the consumer confidence and shopping behaviors in Europe (France, Germany, Italy, Spain, UK) compared to the US and China. Overall trends in consumer statements and reports are: the shift to digital, safety and value consciousness, trading down, reduced holiday spending, trust gap between large and small companies, generation gap in adaptation, change in shopping habits. Consumer responds vary across countries and categories.

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REGIONAL ASPECTS OF MARKETING POLICY TO PROMOTE THE CITY AND ATTRACT TOURISTS ON THE EXAMPLE OF SUMY CITY

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Marketing is an important component of the local government policy in the field of local development, and in this context is defined as a process of integrated interconnected activities of the local governments, private and public sectors, aimed at increasing the competitiveness and attractiveness of a particular community and overall quality of life. population, and which is implemented through the development and implementation of economic, social, cultural, and political programs and activities, using a variety of marketing tools and methods [1].

The city promotion program is a specific marketing tool in which the product is the city itself with a complex set of services, and the consumer - quite diverse groups (population of the region, tourists, investors, entrepreneurs, government agencies, non-profit organizations) [2]. It is a system of actions that identify and maintain the competitive advantages of the city, which could be maintained for a long time.

The main task of regional marketing is to create new and strengthen existing benefits to attract economic agents to the region, able to improve the society welfare in the region [3].

An important element in assessing the competitiveness of territories is to develop strategies and tactics in regional marketing, which are to create a positive image of the region, entertainment system, infrastructure, and staff of the regions [4]. The complex design of the territory as a whole increases its attractiveness and uniqueness, aesthetic advantages.

Regional rebranding is a method of changing the image in regional marketing, which is used when merging a company, changing the strategy, and the company itself. The Sumy City Development Strategy has been developing until 2030.

One of the most effective modern strategies for developing the city's image - city branding - has two components:

- 1) saturation of the city with brand features that contribute to its marketing;
- 2) the process of transforming the city into a brand.

The idea of the Sumy city brand is based on the thesis that the city allows seeing the important and living importantly. The visual image of the brand through emotional images opens a new interesting and active city that shows modern people, their emotions, achievements, everyday life, as well as reflects the history, culture, architecture of the city.

The findings showed that the several measures have been taken to implement the brand: the brand was presented by specialists of the Strategic Development Department at a meeting initiated by ULEAD Sumy Regional Office, a meeting with students of Sumy National Agrarian University, participants of the camp "Active Citizens" The pages of the Sumy brand have been created on the social networks Facebook and Instagram. The brand is widely used by structural units of Sumy City Council, public organizations, utilities, and utilities, as well as tourism and hotel and restaurant business. Also, 9 trolleybuses of the city were branded, tourist souvenirs were purchased for citizens and guests of the city. Before the City Day, social advertisements were placed on billboards and city lights of the city of Sumy and planned for the New Year. Created and distributed on social networks and TV channels of the city 2 promotional videos. Avangard Stadium is branded, souvenirs are used in the presentation of the city's national team at the European Rhythmic Gymnastics Championships in Kyiv.

In the future, it is planned to carry out activities aimed to implement the brand, approved the draft Strategy of the marketing policy of the city and the city's target development program "Marketing, promotion, tourism of the city of Sumy" for 2021-2025.

City branding is a fairly new area of activity. Therefore, some regions have faced many problems in choosing the most effective tools for branding [5]. To ensure the sustainable development of the city, it is important to create its brand based on the application of a strategic approach.

The presence of a positive brand will attract external and intensify internal resources, improve the quality of life, form an attractive image of the territory and ultimately increase the competitiveness of the city, including in the tourism industry.

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SEGMENTATION OF COUNTRIES ACCORDING TO THE LEVEL OF THEIR INNOVATIVE DEVELOPMENT

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The Global Innovation Index is composed of 82 different variables that detail the innovative development of countries around the world, which are at different levels of economic development. The authors of the study believe that the success of the economy is associated with both the availability of innovation potential and the conditions for its implementation. Therefore, the Index is calculated as a weighted sum of estimates of two groups of indicators: resources and conditions for innovation (institutions, internal market development, business development, infrastructure, human capital, research); practical results of innovation implementation (results of creative activity, development of technologies and knowledge economy) [3, 1].

According to the international analytical agency Bloomberg, which annually publishes a rating of countries with different levels of their innovative development, in 2020 the public was presented with a corresponding rating (Fig. 1).

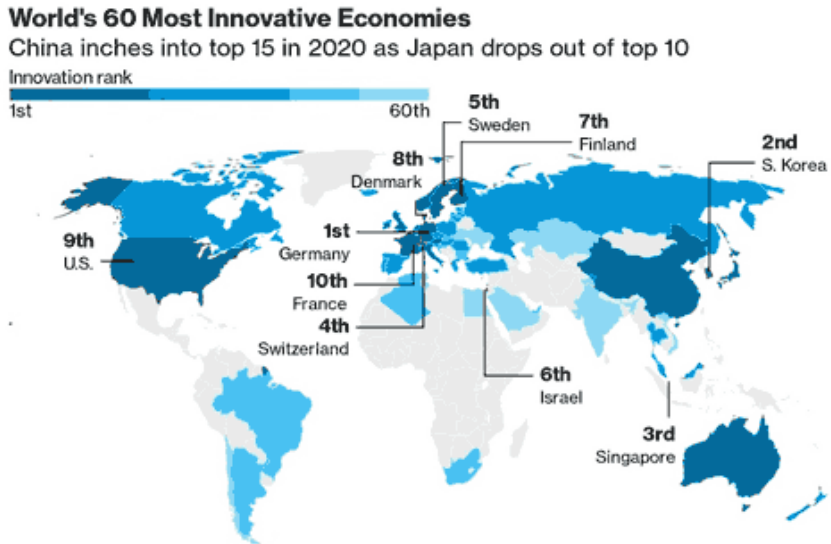


Figure 1 – Ranking of countries according to their level of innovation development in 2020, according to Bloomberg [2]

The United States was the first number in the ranking when the Bloomberg index debuted in 2013. In 2020, the United States took ninth place, falling another position compared to last year (change from 2016: - 1 position).

The United States, which lost one position in the ranking, is the winner in two categories: high-tech density and patent activity. Among the 20 listed companies with the highest research and development costs in recent financial years, half were from the United States, led by Amazon.com Inc., Alphabet Inc. and Microsoft Corp. (Second place with four companies in Germany: Volkswagen AG, Daimler AG, Siemens AG and Bayer AG.)

The world's second largest economy, China, rose one step in a year, reaching 15th place (change from 2016: + 6 positions). China took second place in the ranking of patent activity (2nd place) and broke into the top five in terms of efficiency of higher education (5th place).

In 2020, Germany overtook South Korea, which was the leader of the ranking for six years. In the Bloomberg index, Germany received three top 5 rankings for value added production (4th place), high technology density (3rd place) and patent activity (3rd place). Change from 2016: + 1 position.

Estonia, Latvia and Lithuania took 36th, 37th and 38th places. Latvia improved its rating by rising by 5 lines (change from 2016: + 3 positions). Lithuania decreased by one (change from 2016: - 6 positions), Estonia for the second year in 36th place (change from 2016: - 2 positions).

Ukraine lost three positions and in 2020 took 56th place (change from 2016: - 15) [4].

Thus, countries have been able to respond differently to the impact of the COVID-19 pandemic. As the latest rating of innovative development has shown, countries that demonstrate dynamic economic development have improved their positions. This indicates their ability to adapt quickly to structural changes.

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Наукове видання

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