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# Healthy economy: European values for Ukraine

*Textbook*

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Sumy State University

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**Healthy economy:  
European values for Ukraine**  
*Textbook*

Recommended by the Academic Council  
of Sumy State University

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The textbook discusses the theoretical issues of healthy regional development, the features of forming sustainable communities, the role of enterprises and industry in creating a healthy economic environment, the implementation of the cohesion policy, marketing tools used in spreading the concept of healthy regional development and cohesion policy, healthy behavior and motivation of consumers.

The textbook will be helpful for teachers, graduate students, students of different specialties of higher education institutions, and a wide range of readers interested in the region's development.

The textbook contains many examples and factual materials illustrating the theoretical foundations.

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## INTRODUCTION

The relevance of the study of European economic values and political principles for Ukraine acquires particular importance in the modern conditions of integration processes and European aspirations of our state. European values and approaches to economic policy contribute to developing a sustainable economy based on innovation, efficient use of resources, and social justice.

Ukraine has chosen a course for European integration, intending to implement EU norms in society in various aspects. For Ukrainian regions, this should ensure economic stability, sustainable ecological development, and transition to producing and consuming healthy products, guaranteeing a high living standard. On the way to successful reform, adhering to the principles of EU Cohesion Policy and sustainable development goals regarding health and well-being, responsible consumption, and sustainable development of cities and communities is advisable. Implementing reforms is based on directives of the central government from the bottom up with information to local authorities. However, the reverse principle of relations during reformation is more effective. It is necessary to expand the knowledge and awareness of the young generation about a healthy economy and a healthy lifestyle. It is necessary to overcome the gap between knowledge about the values of the EU and Ukraine and a healthy lifestyle. Studying the experience of the EU regarding healthy regional development, built on the principles of cohesion, is essential for forming a new economic policy for Ukraine that will be able to meet the challenges of modern times and ensure stable growth. Thus, the course “Healthy Economy: European Values for Ukraine” acquires particular importance.

The course aims to achieve students' flexible, adaptive thinking and the formation of special knowledge and skills for developing individual communities and regions according to the principles of a healthy economy and cohesion policy.

The main tasks of the course are:

- to develop professional skills in organizing the process of sustainable regional development in Ukraine;
- to develop professional skills in combining in-depth analysis and group work, overcoming conflict situations during the development and presentation of marketing strategies and modern EU tools for their implementation for territories and regions based on healthy consumption at different levels;
- to develop professional skills in determining the motives of interested parties;
- to develop professional skills in the use of methods and tools for the promotion of cohesion policy standards and values.

The textbook consists of 3 sections: 1) the best EU practices of Healthy regional development; 2) promotion EU Cohesion Policy in sustainable competitiveness in the regions; 3) healthy consumer behavior and motivation: EU & Ukraine.

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## 1. HEALTHY REGIONAL DEVELOPMENT: BEST EU PRACTICES

### THEME 1.1 : **BASIS OF HEALTHY REGIONAL DEVELOP- MENT**

The concept of "healthy regional development" is primarily related to the concept of "region". The term comes from the Latin "regio" (country, region). To define the region, the wording proposed in (Romaniuk, 2001) was chosen, according to which the region is the largest administrative-territorial unit of the sub-national level, which has elected power, legal independence and its budget. An analysis of the works of researchers from different countries shows that the two-word term "healthy region" has not become widespread. More popular terms in the English-speaking environment are "prosperous region", "emerging region", "innovative region" (capable of accumulating various kinds of innovations, thereby improving the living conditions of people and business entities), "booming region", "rich region", "powerful region" and other less common terminology. Notably, the terminology "strong region" is used mainly when talking about a territory that has a powerful one or another market (for example, the labor market, the medical market, the banking market, etc.).

*Determinants of the healthy development of the region* should be understood as reasons that cause the

emergence of one or another phenomenon, both positive and negative. It is necessary to single out the quantitative and qualitative parameters determining whether a region belongs to the "healthy region" class. The easiest way to explain this term is a closed cycle, a region with incentives and the desire to "live – study – work – rest". In such a region, the quality of life and the level of education are high, making it possible, for a graduate of a higher education institution to be competitive in the labor market. Within such a region, there are favorable conditions for conducting business and a stable labor market with an acceptable ratio of "number of vacancies – number of job seekers". In addition, such a region has a developed local infrastructure and significant tourist facilities to attract the population's attention from other regions and foreign countries to visit it. A region that meets all these criteria is an "ideal example of a territorial product". The resulting parameter for which regional development strategies are developed and implemented is the "health of the population" indicator. Only a person with sufficient opportunities for professional and personal development in the region where he lives can be physically and mentally healthy and positively contribute to his region with his professional contribution. This is what forms "human capital", which is a guarantee of business efficiency in the region. In Figure 1.1, the pyramid of the region is simulated - from the region as a place of actual residence to the region innovator in various spheres of life.

Where a person lives determines the primary satisfaction of needs (nutrition, climate, ecology, etc.). The concept of region as defender determines to what extent a person can satisfy needs in addition to the primary ones (home furnishing, more expensive clothes, real es-



tate purchase, etc.), which becomes possible when people receive a regular salary, are confident in the stability of employment, have additional sources of income.

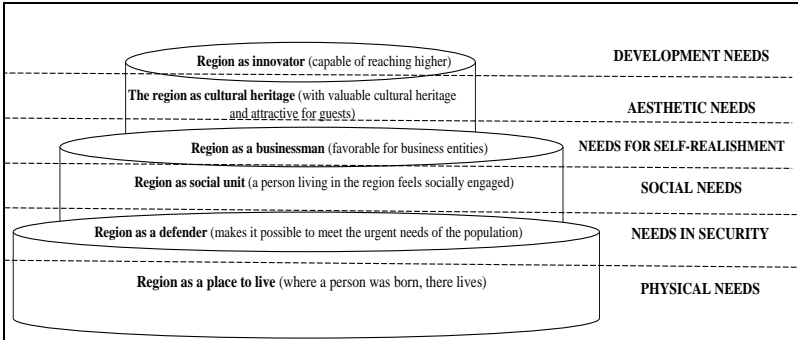


Figure 1.1. Pyramid of a healthy region

If the previous needs are not satisfied (one or another person determines the degree of this satisfaction), it can stimulate a person to change the region for work or even a place of residence. The gaps can be filled by providing advantages of living in the "region as a social unit" (social communication with people around). The region of residence gives its inhabitants better access to educational and medical services, which could push people to rethink the feasibility of changing their place of living. The needs of self-realization (advancement on the career ladder and the possibility of opening one's own business), aesthetic needs (or, in other words, spiritual needs, such as cultural recreation and tourism), and development needs are realized at the higher levels of the pyramid of a healthy region. Ideally, a person satisfied at all levels of this pyramid is precisely the "healthy person" mentioned above. Naturally, the satisfaction of all these needs is related to the region that provides these opportunities.

The successful socio-economic development of the countries of the European Union depends to a large extent on an adequately constructed regional policy, which is designed to solve several multifaceted tasks at the same time: to ensure social justice, maintain incentives for innovation and investment activities, and improve the living conditions of the population on diverse territories in terms of geographical and economic parameters, to raise their standard of living, in particular, to ensure a high level of health. Possible problems with incoherence and incoordination of regional policy may endanger the integrity of the EU and lead to increased influence of centrifugal forces within the union.

*Cohesion policy* is one of the key policies and the primary investment tool of the European Union, aimed at reducing regional disparities and promoting economic and social cohesion between its member states. This policy covers all European regions.

According to the Law of Ukraine "On the principles of state regional policy", regional policy is defined as a system of goals, measures and coordinated actions of central, local executive bodies and their officials to ensure a high level of life quality taking into account the natural, historical, ecological, economic, geographical, demographic and other characteristics of the regions, their ethnic and cultural identity (Lavrinets, 2022). The goal of the national and regional policy is to create conditions for the dynamic and balanced development of a country and its regions, to ensure their social and economic unity, to raise the standard of living, and to create sufficient social conditions.

*The principles of regional policy in Ukraine* include: (About the basics of state regional policy, 2015):

- The principle of legality (compliance with the Constitution and legislation of Ukraine, international treaties).
- Cooperation (ensuring consistency of goals, priorities, tasks, measures and actions of central and local authorities during the formation and implementation of state regional policy).
- Parity (ensuring equal opportunities of access of objects of state regional policy to resources of state financial support of the process of regional development).
- Openness (ensuring free access to information that determines the vectors of state regional policy).
- Subsidiarity (possibility of implementing management actions at all levels).
- Coordination (interconnection and mutual coherence of long-term strategies, plans and development programs at the state, regional and local levels).
- Cohesion (ensuring spatial, political, economic, social, and humanitarian unity of Ukraine).
- Historical continuity (taking into account and preserving the positive assets of the previous development of the regions).
- Ethnocultural development (revival of ethnic self-awareness and preservation of the spiritual and material culture of ethnic groups, promotion of the development of their ethnic, cultural, linguistic and religious identity).
- Sustainable development (ensuring the continuity of society's development to meet the needs of society, taking into account the interests of future generations).
- Objectivity (development of all documents defining the state regional policy, based on real indicators that can be realistically achieved and that can be evaluated).

- Gender equality (adherence to inclusiveness in regional development).

- Integrated development (a combination of sectoral and territorial approaches to the region's development).

The need for regional development is determined by various inequalities or initial conditions of development of territorial units of the country and multiple levels of indicators of their socio-economic development (for example, the level of employment, income, business activity, environmental condition, infrastructure provision, etc.).

In the countries of the European Union, one-third of the EU budget is allocated to the development of regional policy. Such institutions as the European Regional Development Fund and the European Social Fund manage this budget. The procedure for the practical implementation of the regional policy of the EU states includes the following stages (Chuzhykov, 2016):

- 1) Adoption of a decision on the size of the structural funds budget and the rules for their use by the Council of the EU and the European Parliament based on the proposal of the European Commission.

- 2) Development of a proposal by the Commission after consultation with the member states based on the Community's Strategic Guidelines on Cohesion.

- 3) Preparation by each member country of the National Strategic Competence Framework, coordinated with the Strategic Guidelines, with continued dialogue with the Commission.

- 4) The Commission ratified a particular part of the framework of national strategic competencies, as well as the work program, with priorities in regional development for each EU member state.

*Financing mechanisms of regional policy measures in the EU:* grants; subsidizing interest rates; • providing an investment grant; transport benefits; tax benefits; benefits related to the use of labor resources.

It is worth noting that a particular region can receive all the existing mechanisms or some of them, depending on the financing needs and the region's characteristics. To receive funds, regions and states must prepare substantiated programs, organize competitions, select well-developed project applications, and only then spend funds from structural funds on their implementation. In addition, following the principle of complementarity, it is necessary to allocate co-financing from states and regions, and private recipients of grants. The financing of projects within the framework of EU regional policy is carried out through operational programs of any region, which are developed by each sub-national unit of EU regional policy that falls under one or another goal and is approved by the European Commission. Operational programs indicate the main strategic objectives of the region's development, which correlate with the general goals of the strategic development of the EU. Also, the general budget for EU regional policy measures is distributed among EU member states according to needs and current programs. Within the framework of individual EU countries, expenditures from their budgets for regional development are provided. To submit a regional development project for EU funding, each country or individual target community must prepare a project application by the national programs adopted by the European Commission, which have their directions, goals and priorities. EU regional policy is not focused on automatically redistributing funds from donor regions to recipient regions. It is aimed at supporting individual projects that

contribute to regional development. Each member state implements its regional development policy on its territory and provides local self-government bodies with development opportunities. Thanks to the possibility of financing projects within the framework of the EU regional policy, local self-government bodies can and should attract funds to develop their own territories in terms of the socio-economic development of the respective territory. In general, it can be determined that the EU has formed a project-target approach in regional policy.

*The concept of a "healthy region"* includes three key components that determine the feasibility of the idea of health as a target object of resource investments:

- It is better to invest in the health of the region's population, as it saves money from local budgets according to the principle "prevention is better than cure").

- Healthy residents of the region are a prerequisite for local innovative development and growth.

- Well-thought-out and targeted investment creates prerequisites for regional development (opening new institutions and directions in the healthcare field leads to increased employment in the region and economic growth). At the same time, it is appropriate to talk about hospital-related industries, such as medical tourism, healthy food establishments, pharmaceutical companies, growing organic products, etc.

It is appropriate to change the approach to understanding the health factor following the principle: "We strive to support the health of the population of the region because the well-being of citizens is a determining factor of the growth and development of the region."

All this can be explained by the scientific term "prophylaxis", which means a system of reasonable

health-promoting measures to prevent diseases and their development.

Despite the reasonably high level of socio-economic development, the European Union is characterized by significant regional disparities, which only increase with the bloc's expansion. For example, Luxembourg, the richest member state in GDP per capita, is five times richer than the poorest EU country, Bulgaria. Table 1.1 presents the ranking of EU member states by GDP per capita as of 2023. In Ukraine in 2023, GDP per capita amounted to 13,901 dollars. USA, which is the lowest indicator among countries geographically located in Europe.

Thus, according to the level of GDP per person, it is possible to distinguish the following groups of EU regions:

- Nine relatively prosperous countries of Western and Northern Europe with a GDP per capita over 100% of the EU average.

- Two countries (Italy, Germany) whose GDP per capita is higher than the average European level, which have highly developed regions and problem areas (in the south and east, respectively).

- Seven small and medium-sized Mediterranean countries (including Spain and Slovenia), whose GDP per capita is lower than the average European level (not higher than 30%).

- Nine Eastern European countries, in which GDP per capita varies from 40 to 80% of the average level for EU countries.

For statistical purposes, the United Nations Geoscheme divides the European continent into four regions: Eastern Europe, Western Europe, Southern Europe, and Northern Europe. Each of them comprises several coun-

tries. Some countries are small and sparsely populated, while others are large and heavily populated. Europe's countries are generally classified as developed, though some are more developed than others. It is also important to note that the divisions created by the UN Geoscheme do not necessarily reflect Europe's historical or current divisions (Regions of Europe, 2024).

Table 1.1 – Ranking of the countries of the European Union by GDP per person, in dollars. USA (Eurostat, 2023)

<b>Number in the rating</b>	<b>Country</b>	<b>GDP per person</b>	<b>The year of joining the EU</b>
1	Luxembourg	142 490	1957
2	Ireland	145 196	1973
3	Denmark	73 386	1973
4	Netherlands	72 973	1957
5	Austria	69 502	1995
6	Sweden	65 842	1995
7	Germany	66 132	1957
8	Belgium	65 501	1957
9	Finland	60 897	1995
10	Malta	61 939	2004
11	France	58 828	1957
12	Cyprus	54 611	2004
13	Italy	54 216	1957
14	Slovenia	52 641	2004
15	Czech Republic	50 961	2004
16	Spain	49 448	1986
17	Lithuania	49 266	2004
18	Estonia	46 385	2004
19	Poland	45,343	2004
20	Portugal	44 707	1986
21	Hungary	43 907	2004
22	Croatia	42 531	2013
23	Romania	41 634	2007
24	Slovakia	41 515	2004
25	Latvia	40 256	2004
26	Greece	39 478	1981
27	Bulgaria	32 006	2007



The peculiarities of the European Union territorial differentiation give a basis for EU regions' classification into several groups (Vitkova, 2019):

1) Developed countries (Greece, Ireland, Portugal, Spain). These countries have developed regions in the territory of the EU. Regional policy is characterized by subordination to the tasks of nation-wide economic development.

2) Highly developed countries (Germany, Italy, France, etc.). These countries are characterized by the most significant differences in the level of development of separate regions, with the priority being given to assisting regions to implement structural transformations instead of subsidizing.

3) Countries with low population density, remote areas, with bad climatic conditions (Finland, Sweden). These countries direct their efforts to ensure the balanced development of all regions while emphasizing the need to overcome the problem of the most remote northern territories.

4) Countries with employment problems and structural rearrangement at the municipal level. Due to objective factors, the regional policy of such countries is not characterized by a focus on eliminating uneven development of regions.

The regional policy of the European Union is conducted in such directions:

1) Assistance to the least-developed regions of the new member states of the EU (achieving the goal of economic convergence of such regions to the regions of more developed countries).

2) Realization of the system of measures leading to the improvement of competitiveness and employment in the regions.

3) Reducing the economic importance of national borders by activating cooperation between regions.

To understand the goals and principles of the implementation of the healthy development of the national economy of the European Union, it is appropriate to distinguish 17 Goals of sustainable development, which are taken into account when planning and implementing the regional development strategy in the EU (Table 1.2).

Table 1.2 – Sustainable Development Goals (Regional Information, 2024; What are, 2021; The Global Goals, 2024)




Goal	Main targets
1	2
 <p>1 NO POVERTY</p>	<ol style="list-style-type: none"> <li>1) To eradicate extreme poverty for the population</li> <li>2) To reduce at least by half the proportion of people living in poverty in all its dimensions</li> <li>3) to implement appropriate social protection systems and measures</li> <li>4) To ensure that all people, particularly the poor and the vulnerable, have equal rights to economic and natural resources, access to essential services, ownership and control over land and other forms of property, inheritance, new technologies, etc.</li> </ol>
 <p>2 ZERO HUNGER</p>	<ol style="list-style-type: none"> <li>1) To ensure the absence of hunger in society</li> <li>2) To end all forms of malnutrition</li> <li>3) To double the volumes of agricultural productivity and the income of small-scale food producers</li> <li>4) To bring resilience to agricultural practices and find sustainable food production systems</li> </ol>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ol style="list-style-type: none"> <li>1) To reduce maternal mortality</li> <li>2) To end preventable newborn and child health</li> <li>3) To end multiple disease epidemics</li> <li>4) To reduce premature mortality</li> <li>5) To halt traffic-related deaths and injuries</li> <li>6) To ensure inclusive universal health coverage and access</li> </ol>

Table 1.2 (continued)

1	2
<p><b>4</b> QUALITY EDUCATION</p> 	<ol style="list-style-type: none"> <li>1) To ensure free and qualitative education</li> <li>2) To provide access to early childhood development</li> <li>3) To increase skills in youth of different dimensions</li> <li>4) To promote sustainable development concepts in the system of education</li> </ol>
<p><b>5</b> GENDER EQUALITY</p> 	<ol style="list-style-type: none"> <li>1) To end discrimination against women</li> <li>2) To eliminate all forms of violence against women</li> <li>3) To ensure equal opportunities for leadership</li> <li>4) To ensure access to feminine health care and equal rights for representatives of both genders</li> </ol>
<p><b>6</b> CLEAN WATER AND SANITATION</p> 	<ol style="list-style-type: none"> <li>1) To provide equal universal access to safe drinking water, sanitation, hygiene</li> <li>2) To reduce water pollution</li> <li>3) To increase water-use efficiency</li> <li>4) To protect ecosystems dependent on water</li> </ol>
<p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p> 	<ol style="list-style-type: none"> <li>1) To increase renewable energy use</li> <li>2) To improve energy use efficiency</li> <li>3) To enhance international cooperation regarding clean energy access</li> <li>4) To upgrade technology in developing countries for sustainable energy services</li> </ol>
<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<ol style="list-style-type: none"> <li>1) To sustain per capita economic growth following national circumstances</li> <li>2) To promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation</li> <li>3) To achieve full and productive employment</li> <li>4) To achieve higher levels of economic productivity through diversification, technological upgrading and innovation</li> <li>5) To protect labor rights and promote safe and secure working environments</li> </ol>
<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<ol style="list-style-type: none"> <li>1) To develop quality, reliable, sustainable and resilient infrastructure</li> <li>2) To enhance scientific research and upgrade the technological capabilities of industrial sectors</li> <li>3) To promote inclusive and sustainable industrialization</li> <li>4) To increase access to information and communications technology and strive to provide universal and affordable access to the Internet</li> </ol>

Table 1.2 (continued)



1	2
 <p><b>10</b> REDUCED INEQUALITIES</p>	<ol style="list-style-type: none"> <li>1) To ensure equal opportunity and reduce inequalities of outcome</li> <li>2) To facilitate orderly, safe, regular and responsible migration and mobility of people</li> <li>3) To empower and promote the social, economic and political inclusion</li> <li>4) To adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</li> <li>5) To ensure enhanced representation and voice for developing countries in decision-making</li> </ol>
 <p><b>11</b> SUSTAINABLE CITIES AND COMMUNITIES</p>	<ol style="list-style-type: none"> <li>1) To enhance inclusive and sustainable urbanization</li> <li>2) To provide universal access to safe and inclusive, green public spaces</li> <li>3) To provide access to safe, affordable and sustainable transport systems</li> <li>4) To strengthen efforts to protect and safeguard cultural and natural heritage</li> <li>5) To support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</li> </ol>
 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ol style="list-style-type: none"> <li>1) To halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains</li> <li>2) To reduce waste generation through prevention, reduction, recycling and reuse</li> <li>3) To promote public procurement practices that are sustainable</li> </ol>
 <p><b>13</b> CLIMATE ACTION</p>	<ol style="list-style-type: none"> <li>1) To strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</li> <li>2) To improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</li> <li>3) To integrate climate change measures into national policies, strategies and planning</li> </ol>

Table 1.2 (continued)





1	2
 <p><b>14</b> LIFE BELOW WATER</p>	<ol style="list-style-type: none"> <li>1) To prevent and significantly reduce marine pollution of all kinds</li> <li>2) To minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</li> <li>3) To sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts</li> <li>4) To effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and implement scientific-based management plans</li> <li>5) To encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</li> <li>6) To ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</li> </ol>
 <p><b>15</b> LIFE ON LAND</p>	<ol style="list-style-type: none"> <li>1) To ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services</li> <li>2) To combat desertification, restore degraded land and soil and strive to achieve a land degradation-neutral world</li> <li>3) To integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</li> <li>4) To enhance global support for efforts to combat poaching and trafficking of protected species</li> </ol>
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ol style="list-style-type: none"> <li>1) To reduce all forms of violence and related death rates everywhere</li> <li>2) To reduce corruption and bribery in all their forms</li> <li>3) To develop effective, accountable and transparent institutions at all levels</li> <li>4) To ensure public access to information and protect fundamental freedoms</li> <li>5) To promote and enforce non-discriminatory laws and policies for sustainable development</li> </ol>

Table 1.2 (continued)

1	2
	<ol style="list-style-type: none"> <li>1) To mobilize additional financial resources for developing countries from multiple sources</li> <li>2) To adopt and implement investment promotion regimes for least developed countries</li> <li>3) To promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favorable terms</li> <li>4) To increase the exports of developing countries</li> <li>5) To enhance global macroeconomic stability, including through policy coordination and policy coherence</li> <li>6) To encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</li> </ol>

Thus, the Sustainable Development Goals determine the future recommended focus of the regional policy of the countries of the European Union, which consists in achieving several targets, in particular, such as achieving a fair proportion in the level of income of the population of different countries, ensuring food security, developing determinants that determine the level of quality of life and well-being of the population of EU countries, providing a high level of development of medical and social security systems, a high level of education, inclusive growth, development of alternative sources of energy, ensuring economic development, innovative and technological breakthrough, etc.



## SELF-CONTROL

1. List the components of "healthy regional development".

2. Describe the components of the pyramid of a healthy region. What components would be appropriate to include in it?

3. What classifications of countries and regions of the European Union do you know?

4. Describe the financing mechanisms of regional development used in the countries of the European Union.

5. What are the differences and similarities between the principles of regional policy in Ukraine and EU countries?

6. Describe the region where you live (study). How close is it to characterizing it as a "healthy region"? What measures are appropriate to increase its potential in terms of healthy development?

7. Describe the ideal region for living. In your opinion, what are the key factors that determine the population's commitment to living in a certain territory? What, apart from military and political conflicts, forces young people, an active part of the population of a certain region, to change their permanent place of residence?

8. What image of the territory is possible to create for your locality in which you live? (industrial, tourist, historical, medical center, etc.)?

**THEME 1.2 :** | **CREATING A RESILIENT  
COMMUNITY:  
EU EXPERIENCE**

Resilience of the community is such a strategy of its existence when the community can maintain balanced development and successfully resist external and internal challenges and threats. Moreover, thanks to the efforts of the political and intellectual elite, it can anticipate difficulties in time and respond to them for the sake of dignified self-realization and humanistic development of a person, which is provided by the state. Resilience is a medical term that has recently become firmly established in international politics. In the primary sense, resilience is a set of features inherent in the subject, making it capable of constructively overcoming stress and difficult periods. From the point of view of modern international practice, resilience is the ability of the subject of international relations to counteract hybrid threats. The signs that cause this ability are not always natural; they must be acquired in many cases.

Resilience is becoming popular among various social institutions. It is believed that the ability of a person or system to maintain stability under the influence of external and internal threats without losing the pace of development will become a decisive competitive advantage in the future. This is a matter of survival for Ukraine, which is in a state of war.

*Factors that form a resilient community:*

- In the field of management: the quality of public management, ensuring political inclusiveness and openness, compliance with the legislative framework, and objective reporting to society.



- In the field of economy: diversification of economic activity, effective management of state obligations, availability of financial reserves, strong private sector, adaptive and innovatively oriented labor market.

- In the social sphere: responsibility, integration and social activity of the community.

- Infrastructure: providing support for critically important infrastructure, diversified energy sources, high-quality communication, information and healthcare networks.

- In the field of security: a high level of military capability.

Fostering the characteristics of a resilient community requires targeted efforts. Many approaches can be taken to work toward this goal. *Main strategies for building resilience include* (What is community, 2024):

- Strengthening and improving public access to health and social services. Robust public health systems support health resilience and the community as a whole. Additionally, if local community members support and trust their local public health systems, they will be empowered to listen to their guidance during a disaster, which can mitigate adverse outcomes.

- Promoting health. Public health education and interventions can help a community recover from major disasters and face ordinary challenges. Communities with healthy members are more likely to persist in the face of new challenges. Conversely, an unhealthy community is more likely to be heavily impacted by a disaster event. Consider that a rural community has less access to healthcare, as fewer doctors are practicing in rural areas. When a pandemic hits a rural community,

they're more likely to be heavily impacted, as their healthcare system is more quickly overburdened.

- Expanding communication and collaboration across the community. In addition to traditional community services (like public health, healthcare systems, and emergency management), more networks that involve the broader community (like businesses, community organizations, or social services) must be built. Some examples of these networks include the selection of new electric vehicle (ev) charging sites that would maximize utilization and reduce carbon footprints, a telecommunications company providing broadband access to underserved areas, or a planning firm analyzing demographic and health factors when determining the new location of a hospital.

- Engage at-risk individuals and the programs that serve them. A community should engage with vulnerable individuals to provide them with strategies to protect their health. Assistance programs can even help at-risk individuals become more resilient in the face of disaster.

- Building social connectedness. People often feel more empowered to help each other after a major disaster, especially if the community feels involved.

There are numerous avenues for building community resilience. What works best or is most urgently needed will differ depending on each community's unique needs, situation, culture, and consideration of which threats will most likely impact them.

Improving the level of population health and building a resilient public health system in Ukraine involves:

- Increasing the life expectancy of the population.
- Implementation of sustainable development goal no. 3 (reduction in the incidence of aids, tuberculosis and other socially vulnerable diseases, increase in the per-

centage of people vaccinated according to age against diseases included in the vaccination calendar in Ukraine to 95%.

- An increase in the birth rate by 1,000 people and a decrease in the death rate by 100,000 people;
- Decrease in the number of cases of general disability among the population;
- Increasing the country's position in terms of health development in the legatum prosperity index rating by 20 points.

One of the tasks of implementing the National Economic Strategy of Ukraine for 2030 is to increase its position in world rankings. The key factor in achieving the set strategic goals is the country's human capital, the quality of which directly depends on the effectiveness of ensuring the healthy development of the national economy. The issue of preserving and improving the population's health has become the subject of lively discussions in recent years. According to the results of the population survey in several countries of the world, among the critical social problems that need to be given the most attention by the governments of the nations, health in 2023 was included in the seven most important (Figure 1.2). According to the rating of the international agency Bloomberg, in the pre-pandemic period of the coronavirus, Ukraine had a relatively low level of health. It was ranked 93rd among 169 countries in the world. Compared to the EU countries and the global level, Ukraine has a low indicator of healthy life expectancy - the number of years an individual can expect to live with a good level of health (Figure 1.3).

With a sufficient supply of medical workers, Ukraine remains in low positions according to the index of availability of medical services (Figure 1.4).

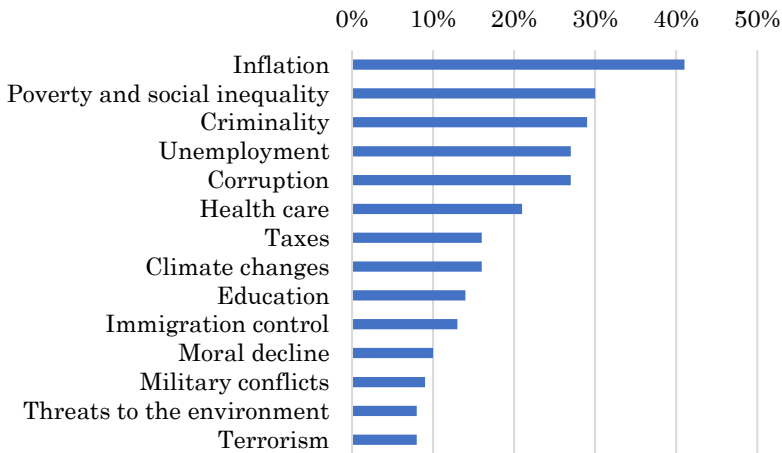


Figure 1.2. The main world problems according to the results of the world population survey in 2023 (built according to (Most important, 2023))

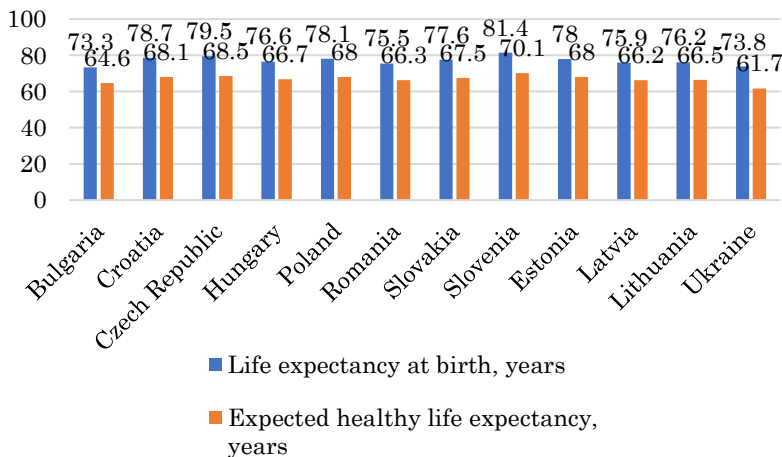


Figure 1.3. Indicators of life expectancy in Ukraine and EU countries (built according to data (Global, 2019))

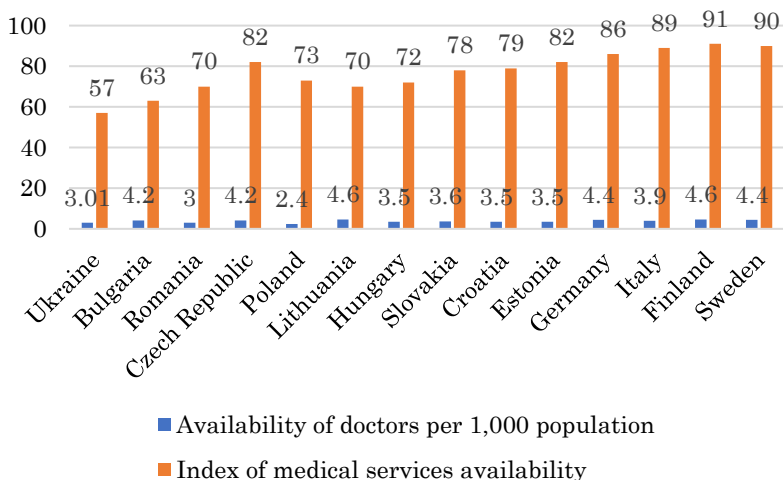


Figure 1.4. Comparison of the EU countries and Ukraine according to the security of the medical sphere (built according to the data (Measuring universal, 2019; Physicians, 2024))

According to experts, the pandemic intensified negative trends in the healthcare system and led to economic losses of 50 billion dollars USA. In Ukraine, compared to other countries analyzed in Figure 1.5, the value of the economic recession index in 2020 is higher (the spacing between the maximum value in the statistical sample (for Italy) and the value for Ukraine is 1.1 points).

Carrying out a successful policy of increasing the healthy development of the national economy requires precise mechanisms for evaluating its effectiveness and determining appropriate implementation tools.

Approaches to the interpretation of the concept of "community resilience" can be grouped according to the following main directions (Pakhnenko, 2022):

- Resilience as an attribute (ability) of the community – the community's ability to withstand external shocks to its social infrastructure.

- Resilience as a process of changing the state of the community – the ability to dynamically adapt and positively adapt to adverse forces or influences and then to return to a positive functional state.

- Resilience as adaptation, preservation of a steady state – the ability to adapt to danger, taking measures to achieve and maintain an acceptable level of community functions and structure.

- Resilience as strengthening, development in response to the risk factor – the community's ability to anticipate risks, prepare for them, respond to them and quickly recover through survival, adaptation, evolution and growth based on the experience of past disasters and their consequences.

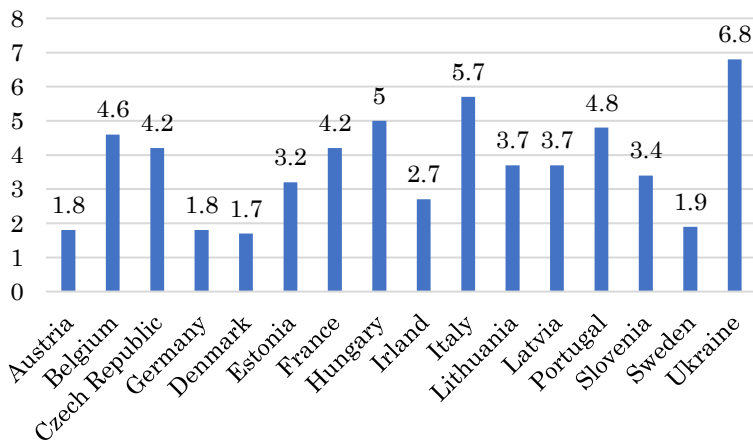


Figure 1.5. The index of economic decline during the pandemic period in the countries of the world (built according to the data (Global economic, 2023))

Since 2016, the concept of "sustainability" has been used in the European Union to promote the increase of its own sustainability and its citizens, institutional capacity, human rights and sustainable development, synergy and ensuring coherence between political responses to challenges covering the internal and external policies of the EU (Council, 2022). The strategic basis of the EU's foreign and security policy became "A Global Strategy of the European Union on Foreign and Security Policy" (A Global Strategy, 2016), which replaced the European Security Strategy of 2003. All regulatory documents of the Common Security and Defense Policy and the Common Foreign and Security Policy, starting from 2016, including the Civilian Treaty aimed at strengthening the civilian dimension, are based on the EU Global Strategy and five priorities, which it outlines in the EU's foreign policy activity: EU security; stability of states and societies of partner countries in the east and south of the EU; a comprehensive approach to conflicts and crises; strengthening of regional cooperation; strengthening global governance (Gerasymchuk, 2022). In the EU Global Strategy, sustainability concerns the entire society. The international strategy is complemented by the "Implementation Plan for Security and Defense Measures" adopted by the EU Council in December 2016, which defines the strategic priorities of the EU, namely: response to external conflicts and crises, development of partners' capabilities, protection of the EU and its citizens by with the help of external actions (Implementation Plan, 2016). Sustainability has become a "key concept of EU foreign policy" (Rouet & Pascariu, 2019). The EU's approach to sustainability as a new paradigm puts societies and communities at the center of its interaction with external partners, especially with its immediate neighbors. It is worth

starting the study of world experience in developing resilience, threat planning and cooperation with institutions of other countries. The result of this activity should be recorded in the community's strategic documents and worked out with the self-government bodies responsible for sustainability. If the community cannot process such a document, it is worth cooperating with neighboring communities and seeking external expertise. An equally big problem in communities is the population's resistance to informational attacks and influences. In addition to external communications, it is worth highlighting internal communications problems separately. First, in communities, there is often an insufficient level of communication between representatives of different structures, due to which functions are duplicated, and as a result, resources need to be allocated effectively. Secondly, even with a high level of communication with representatives of different groups of stakeholders, there are problems with feedback and taking into account their opinions when making decisions. We have allocated these and other issues in a separate block that deals with coordination and cooperation. Diversification of communication channels makes it possible to address a wider circle of community residents. In parallel with publications on the community website, social networks, and media, information about algorithms for crisis action should be disseminated through activists and representatives of grassroots initiatives.





## SELF-CONTROL

1. Explain what you understand by the term "community resilience".

2. What approach to understanding resilience appeals to you the most? Explain your opinion.

3. List the characteristics by which the community can be classified as resilient.

4. What factors, in your opinion, are decisive for achieving and maintaining a resilient state of any system?

5. What should be the strategy for achieving resilience, what are its main components, and what are the tools for achieving its implementation?

6. What world and regional ratings can be used to determine the proximity or, on the contrary, the distance of a country from the state of resilience?

7. Briefly describe the state of critical economic and social indicators of Ukraine's development. What indicators indicate that the country significantly lags behind the nations of the European Union? Which indicators can be improved in the medium term and which levels will be challenging to achieve even in the long term? Explain why.

8. What program documents of the European Union regulate the issue of achieving and maintaining a resilient state of the organization's members?

9. What information channels and tools of influence on the target audience can be introduced to spread the opinion about the importance of the national economy achieving a state of resilience? Do you know such foreign examples?

### THEME 1.3: | HEALTHY EUROPE AND UKRAINE

Health is defined as an essential parameter of the eastern development of the countries of the European Union. Health indicators figure in many ratings and approaches and methods for calculating indicators of the development of countries or individual territories (table 1.3). For the most part, in the indicated indicators, the components of health are divided into objective and subjective. In particular, for the Pro-Prosperity Index, the indicators of the "Health Care" subcategory are based on 11 equally weighted indicators, of which nine are objective, and two are subjective when it concerns the determination of the parameters of the social state of society. Let's look at the level of health as assessed by residents of European countries, particularly the part of the population that rated their health as good or very good. The corresponding indicator for Ukraine was also analyzed (Figure 1.6). It is noteworthy that Ukraine is in the last position, even according to subjective indicators.

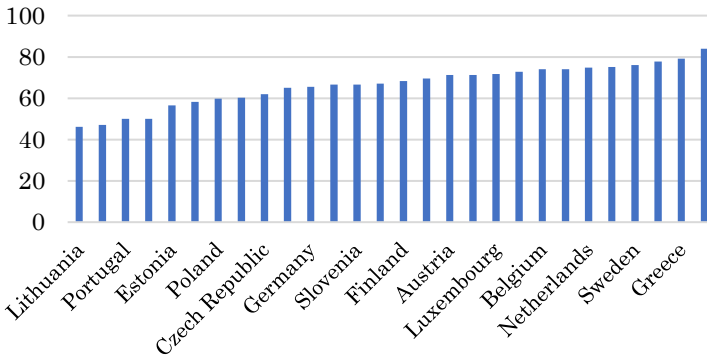


Figure 1.6. Part of the population with a level of self-perceived health of "good" and "very good" in EU countries and Ukraine (Letunovska, 2024)

Table 1.3 – Analysis of population welfare indicators used in international practice in the context of taking the health parameter into account (Letunovska, 2021)

Indicator name (international abbreviation)	Year of development	Number of countries	The number of variables in the indicator
Prosperity index (Index of Legatum Institute)	2008	149	104 in nine categories
Index of real progress (GPI)	1995	59	26
Quality of life index (EIU)	2013	111	9
Better Life Index (BLI)	2011	38	24
Prosperity index (LPI)	2007	142	89
Living Planet Index (LPI)	1970	All	1100
Ecological footprint (EF)	1995	All	6
Environmental productivity index (EPI)	2006	180	16
Index of global competitiveness (GCI)	2004	141	12
Preparedness for epidemics (GHSI)	2019	195	7
Social Development Index (SPG)	2013	163	12

The central orientation of the development of the Ukrainian national economy is the development and strengthening of international ties and stabilization of socio-economic positions within the framework of European integration processes. The European choice of Ukraine makes it necessary to bring the population health care system closer to a state corresponding to the principles, standards, and practices of developing the medical field in the European Union. So far, in the system of gradation of countries according to the level of health and quality of the medical system, Ukraine occupies the position of an outsider in 2023 and is 4 points behind Romania, which has the lowest position among EU countries according to this indicator. Compared to the average indicators of other countries in the ratings by the level of life satisfaction and social progress, this

indicator of Ukraine is shown in Table 1.4. For comparison, indices were selected that reflect the state of well-being of the country's population but do not include indicators of economic development. The life satisfaction index consists of an indicator of life expectancy in the level of social progress – the availability of medical care and the health care system level.

Health care in the EU countries is provided through a wide range of different systems operating at individual national levels. In most European countries, there are tightly regulated competing private health insurance companies with government subsidies for citizens who cannot afford coverage. All countries offer their citizens a European health insurance card, which, on a mutual basis, provides emergency medical care insurance when visiting other European participating countries.

Referring to the experience of the EU in achieving higher indicators in the field of public health, an essential component of ensuring public safety in the EU countries today is prevention and response to threats to public health. In 2013, the EU adopted a legal instrument, "Decision on Serious Cross-Border Threats to Health". Its purpose is to coordinate the participation of the countries of the European Union in the process of responding to threats to public health, threats related to chemical attacks and bioterrorism (Decision, 2013). This comprehensive regulatory document covers existing and potential risks to public health. Its primary purpose is the administrative coordination of the actions of the member states in response to the "main threats to the health" of the population by covering the already existing network of combating infectious diseases and some health threats that were previously mainly considered in the context of security policy (Kamenskyi, 2023).

Table 1.4 – Comparison of EU countries and Ukraine by indicators Health Index, Happiness Index and Social Progress Index (formed based on data from Statista, World Happiness Report, Social Progress Index)

Country	Level of health (scale of 0–100 points / 43 countries)	Level of life satisfaction (scale of 0–8 points / 137 countries)	The level of social progress (scale of 0–100 points / 168 countries)
Sweden	82.3/3	7.395/6	91.2/7
Netherlands	82/5	7.403/5	90.57/8
Luxembourg	81.6/6	7.228/9	88.75/15
Germany	81.4/7	6.892/16	90.32/10
Finland	81.3/8	7.804/1	92.26/2
Denmark	81.1/9	7.586/2	92.15/3
Italy	80.9/10	6.405/33	86.56/23
Belgium	80.6/11	6.859/17	6.805/16
France	80.5/12	6.661/21	88.23/19
Malta	80.4/13	6.3/37	85.24/28
Austria	80.2/14	7.097/11	89.44/14
Ireland	80/15	6.911/14	89.47/13
Slovenia	79.9/16	6.65/22	85.83/26
Spain	79.7/17	6.436/32	87.53/26
Czech Republic	79.5/18	6.845/18	86.6/22
Cyprus	79.2/19	6.13/46	85.03/29
Estonia	79.1/20	6.455/31	87.38/21
Portugal	77.4/21	5.968/56	85.97/25
Greece	77.3/22	5.931/58	84.37/31
Slovakia	76.7/23	6.469/29	83.69/33
Hungary	76.6/24	6.041/51	80.15/42
Poland	76.3/25	6.26/39	83.08/35
Croatia	75.7/26	6.125/48	82.82/36
Latvia	74.5/27	6.213/41	83.43/34
Lithuania	74.4/28	6.763/20	85.58/27
Bulgaria	74.1/30	5.466/77	78.81/43
Romania	73/33	6.589/24	78.41/44
Ukraine	68.7/42	5.071/92	75.78/48

It can be stated that a gradual transition from "public health policy" to "health safety policy" is taking place. In the event of the spread of a highly infectious virus

during a pandemic or when an emergency threatens the health and life of the population, countermeasures, which are approved and coordinated by the responsible body of the executive power, are based on the advice of epidemiologists, who inform the representatives of the authorities and the public about the speed of distribution, the likelihood that vaccines will work, or what additional public health measures need to be taken. In particular, during the active spread of the coronavirus, the EU's efforts were focused on planning, coordination of response to emergencies, risk assessment and measures, and coordination and communication.

A series of health threats, including SARS, bird flu, swine flu, *Escherichia coli* and volcanic ash emissions, have strengthened the role of the EU Health Security Committee. The list of its functions was significantly expanded. This committee is a collegial body with monitoring powers, which include the national health authorities of the EU member states. At one time, the swine flu outbreak became a turning point and a specific marker in how the EU's response to public health threats should be organized. Later 2020, a new global threat was added in the form of the coronavirus infection (COVID-19) epidemic. Ukraine has also been greatly affected by this virus, primarily in terms of health care, as well as economically, politically and generally in the security context.

Ukraine inherited its health care system from the USSR and remained relatively unchanged until the 2017 reform. The system was founded in the 1920s. The decades of the existence of the USSR it was characterized by a significant bed fund, strong centralization, and hierarchy among doctors. Infrastructure ownership was state-owned at all levels, and the state-financed and managed planning and provision. As for quality control and effec-

tiveness of treatment, the exchange of experience with Western countries was insignificant, and the adoption of Western quality standards or their harmonization with Soviet ones did not occur. The advantage of this system can be called the universality of access to medical services. However, the problem of underfunding has remained throughout its existence. For example, the Soviet Union spent less on its healthcare system than Western countries (4% of GDP in 1991, while the lowest expenditure in Europe was 6% of GDP in Great Britain), and the salaries of medical personnel were much lower. Since the 80s of the XX century, negative trends became noticeable in the healthcare systems of many Soviet countries. For example, they could not effectively deal with chronic diseases, the number of which was constantly increasing. These problems sharply worsened with the collapse of the Soviet Union and the loss of state funding during large privatization campaigns and deep socio-economic crises of the 1990s.

Given that after gaining independence and up to 2017, the Ukrainian system did not change significantly, and at the same time, funding was reduced, it "inherited" all the problems of the Soviet system, and the crises of the 1990s only deepened them. In 2014, the country began to develop a new strategy for financing and reforming the healthcare system, and in 2017, the first large-scale reform of the medical system began. Its main components were:

- Changing the principle of financing the health care system, which should be tied to the number of services provided by the medical institution.
- Package financing (both various procedures and complexes of research and analyses in various medical areas).

- Introduction of the level of family medicine, strengthening of the primary link of health care.

- The relationship between the salaries of medical personnel and the number of declared patients.

- Introduction of international standards for the treatment of patients.

The "Affordable Medicines" program can be positively evaluated, which improved access to medicines for people with the most common chronic diseases in Ukraine (cardiovascular, asthma and diabetes). The positive side is the introduction of digital tools in the health care system.

However, there is still a lot of criticism and even generally negative assessments of the reform. Criticism often concerns the unresolved issue of funding. Ukraine spends very little on health care compared to the budget, not reaching 5% of GDP, the minimum approved by law. Lack of funding is not remedied by "optimization", corruption persists, and further cuts are unlikely, especially in times of war.

Chapter 22 of the EU Association Agreement (Articles 426-428) lists the points related to health care:

1. The strategic goal of cooperation in health care is to increase public health safety and human health protection as a prerequisite for sustainable development and economic growth.

2. Cooperation with the EU should contribute to the strengthening of the health care system and its potential in Ukraine, in particular through the implementation of reforms, the further development of primary health care, the fight against infectious and non-infectious diseases, such as HIV / AIDS and tuberculosis (with which Ukraine has big problems, and the situation will only worsen due to the war).



The competencies of the EU in the healthcare field are limited, so social policy is still determined at the national level. Only strategic directions are legally defined, according to which the EU complements the policy of national states. For example, Article 168 of the Treaty on the Functioning of the European Union lists disease prevention goals by popularizing a healthy lifestyle, facilitating access to higher quality and safer health care, promoting innovative, effective and sustainable health care systems and countering cross-border threats.

These goals are manifested in such programs as EU4Health, which will operate until 2027 and which Ukraine joined this year. With a budget of over 5 billion euros, the program aims to increase the EU's preparedness for major cross-border health threats. For this purpose, reserves of medical drugs and personnel will be created in case of crises, and it is planned to strengthen the supervision of health threats. We remember the digital transformation of healthcare systems and access to medical care for vulnerable population groups, the promotion of the reasonable and practical use of antimicrobial drugs, and the promotion of medical innovations and ecologically clean production (Slobodian, 2023).

There are also indirect consequences of European integration for the health care system. They are related to the opening of borders and the common labor market. Given that the problems of Ukrainian medicine are structural, quick solutions should not be expected, even with the support of the EU. This may increase the trend of medical specialists going abroad. There are different assessments of the possibilities of such trends, but solving the problems in any case will require the creation of decent working and living conditions in Ukraine.



## SELF-CONTROL

1. What program documents in public health support and further strategies for increasing the effectiveness of the health care sector within the EU do you know?
2. Which indicators would you classify as objective and which as subjective components of public health in the country?
3. Compare the approach adopted in Ukraine to financing the health care system with any of the systems in the countries of the European Union.
4. What are the advantages and disadvantages of the medical reform that has been taking place in Ukraine since 2017?
5. What are the main components of medical reform in Ukraine?
6. Compare the position of Ukraine in the well-known world rankings regarding the level of medicine with the European Union member countries.
7. Comment on the measures implemented by the EU countries to counter the negative impact of the COVID-19 pandemic on public health and other areas of public life in the EU countries. Which measures had the most significant positive effect, and which were ineffective?
8. How can EU cooperation affect the development of the healthcare system in Ukraine?
9. List the features of the Beveridge, Bismarck, and mixed health care financing models. What are the peculiarities of the Ukrainian system of financing the health care system?

## THEME 1.4: INDUSTRIES OF THE REGION IN THE FORMATION OF A HEALTHY ENVIRONMENT

In this topic, the authors decided to post information about those branches of the national economy that directly affect the state of public health, make a positive contribution to the healthy regional development of Ukraine, and form a favorable national brand of a producer of healthy products and a provider of quality services in the sphere of healthcare.

*Medical tourism* is singled out as the first such important industry. Health tourism segments are medical, dental, sports, SPA, wellness, gastronomic, inclusive, and temporary accommodation tourism (in boarding houses and sanatoriums). Ukraine is a promising health tourism market with a reputation as a provider of this type of service with an acceptable price-quality ratio (Lectunovska, 2024).

As of 2019, the pre-pandemic year, the number of foreigners came to Ukraine for healthcare services approached 100,000 people yearly. Some were born in this country and have lived abroad for a long time (Krykunenko, 2024). In this case, combining nostalgic tourism and tourism for treatment is possible. About 160,000 Ukrainians left Ukraine for treatment in 2018. The goals of national and regional policies in the field of medical tourism and health recreation should be aimed at solving the problems of attracting new tourists and encouraging them to revisit the country in case of disease prevention at numerous resorts of Ukraine because the issue of preserving and improving health is an extremely relevant issue in the world (Wang, 2017). Outlining the appropriate directions of marketing promotion of health

tourism services in certain regions, it is necessary to emphasize that two opposite approaches to marketing management should be considered here because health tourism is divided into purely medical and wellness tourism, which can be advertised differently. In addition, when promoting this kind of service, it is necessary to take into account the peculiarities of the health market of a separate country. For example, in some European countries (Sweden, Germany, Austria, etc.), local consumers of services give an undoubted preference to national or even exclusively regional market operators, which leads to a product orientation in building a marketing strategy. At the same time, for a large number of countries, the level of development of world health tourism forces market players to adapt to the new situation to achieve competitiveness.

***Production of healthy products.*** Due to the growing population that understands the benefits of healthy behavior and the ever-deeper awareness of the value of a healthy lifestyle, health marketing is gaining momentum. Surveys have revealed that the global health food and wellness market share is more than 20% and continues to grow. The market for products of the healthy segment in 2021 reached USD 935 billion USA. Examples of successful marketing campaigns for the promotion of products of the healthy segment in Ukraine include the Ukrainian product, the pharmaceutical drug Mercana for restoring joints, the advertising of which was carried out throughout the country with a focus mainly on generation X. Such tools as television, outdoor and Internet were used advertising to reach a larger share of the target audience. Since 2015, the logistics operator "Nova Poshta" has been organizing races for health in a large number of cities in Ukraine, promoting

an active lifestyle among Ukrainians, as well as sponsoring sports competitions.

Today, there is a growing interest in healthy products, especially in the category of baby food. The emergence of specialized departments with eco-products is typical for the retail sector. The Ukrainian consumer is willing to buy and pay an even higher price for products that do not contain artificial flavors, dyes, genetically modified organisms, or hormones if it does not contain sugar or their content is minimized, etc.

In general, the classification of companies that offer products to the healthy segment of the market looks like this:

1) The company begins its activity by bringing healthy products to the market, accepting their line as the main or only direction of production. There are enough examples of successful Ukrainian startups in this category. "FutureFood" company produces healthy chips made from vegetable ingredients and rich in vitamins. In the service sector, such an example is served by cafes that serve healthy food, which offers a wide range of nutritious food (freshly squeezed juices, detox cocktails, desserts made of natural ingredients, etc.). The same category includes businesses in the field of growing microgreens, companies in innovative biohacking today, medical institutions, manufacturers of herbal cosmetics, and other areas of activity.

2) A company that offers a complex healthy product, all components of which are harmless to people and the environment (the most common approach is "the product itself + its packaging"). An example is the Ukrainian brand "Medusha" for producing natural honey. At the same time, the product packaging is also natural. Jars in which honey is poured are made of wax. An-

other example is the Ukrainian company "Soup Culture", which offers consumers a dish made from natural ingredients in an ecological bread cup. Based on the example of these startups, similar players are emerging in the national market, such as coffee food cups.

3) The company is diversifying its activities to introduce a radically different range of healthy products. This refers to horizontal diversification, i.e., the expansion of the product range with products that are not related to those already produced by the company. More often, this approach is implemented by large corporations. An example is the "Eat Easy" project for producing healthy meals, which is part of the asset management company N1 (among the assets is a mobile bank, payment systems, a loyalty system, etc.).

4) The company expands its own product range by bringing to the market a line or individual units of products in the "healthy" category. An example is the foreign company "Starbucks", which at one time introduced healthy coffee to the market as a new offer for its consumers, which is offered by the company in a green cup, symbolizing its usefulness. Among Ukrainian companies, green coffee is also popular. For example, a subsidiary of the Khlibprom concern is actively promoting its range of coffee drinks and a separate range of green coffee on the market. In the service sector, a vivid example of this approach to bringing healthy products to the market is mobile application development companies that actively offer consumers products in health care (mobile analyzers, trackers, healthy consultants, nutritionists, doctors, etc.). In addition to offering their range of tours, travel companies offer their clients additional offers in the form of tours within the framework of health (medical) tourism.

The company implements certain aspects of a healthy approach to product promotion. In 2016, the fast food company KFC developed an edible chicken-flavored nail polish made from natural ingredients based on two of the chain's most popular recipes. Quite extravagantly, but in this way, the well-known company tried to intrigue, amuse, and, as a result, cause excitement for the chain's products among Hong Kong residents because the marketing campaign was aimed at this market.

**Green energy.** The greening of the energy industry and the possibility of overcoming the challenges of climate change make it possible to solve many environmental and social problems. Today, almost half of Ukraine's produced and imported energy is spent during its transformation and transportation to final consumption. This is more than 10% more than in the countries of the European Union. It is noteworthy that the largest energy consumers in Ukraine are the household sector and industry, which together have a significant potential for introducing energy-saving technologies and approaches in work. At the same time, according to experts' calculations, introducing energy-efficient technologies in the production, transportation, and heat consumption sectors makes it possible to reduce the import of natural gas by three times in the future. This amount is up to 11 billion m<sup>3</sup> of natural gas (Akermann, 2023). Consumption of fewer resources would reduce the financial costs of emissions of harmful gases into the atmosphere. In addition, there is a significant potential for employment growth when performing work, for example, on the thermal insulation of buildings in Ukraine, estimated at hundreds of thousands of jobs. These jobs are mostly created locally, so they contribute to the development of the local economy.

The green economy is, first of all, an economy whose growth is achieved due to the introduction of innovative and ecologically oriented energy solutions. This includes renewable energy sources and the use of low-carbon technologies. Low-carbon technologies involve efficient production and use of energy, optimal management of materials and resources, and disposal of waste by methods that reduce or contribute to the avoidance of harmful gas emissions. In countries around the world, the problem of excessive emissions of greenhouse gases and other substances that negatively affect the population's health and pollute the environment remains significant.

Among the world's countries, scientists from which deeply studied the issue of green energy are the USA, countries of the European Union, and India. Among the prerequisites for the active development of green energy in the world are:

- The speed of diffusion of innovations and scientific development is due to innovative and technological shifts, which make it possible to use alternative energy sources, reducing the load on the environment. Thanks to the use of modern energy-efficient technologies (in particular through outsourcing and franchising), the Ukrainian economy is also able to reduce its energy and financial costs.

- Instability of prices on the energy market because, for most developing countries, classical energy resources and fossil fuels have become a real economic burden. A significant share of the budget of developing countries goes to pay for energy resources.

- The need to fulfill obligations to reduce the negative impact on the environment under international agreements.



In Ukraine, to create prerequisites for a gradual transition to more active use of green energy, it is advisable to take steps separately by sector of social activity, table 1.5.

Since the 2000s, many European energy companies have aimed to reduce costs and reorganize their own capacities. For example, in 2013, the German company E.ON engaged about 1,400 freelance IT specialists from the European region as part of the PerformToWin program. The goal was to accumulate 15 billion euros through the divestment of decision-making and their implementation and 600 million thanks to the reduction of energy costs. The Czech company Cez reduced operating costs as part of its New Vision program. The Swedish multinational energy company Vattenfall implemented a cost reduction program with an annual reduction of 6 billion kroner. In 2006, this company began production of a pilot plant for carbon capture and storage in Germany. By reducing the use of resources and actual divestment, there is an ability to limit the impact of greenhouse gases on the environment.

New initiatives of the corporate sector are aimed at renewing the potential of energy resources, increasing the number of large wind power plants and achieving low-carbon traditional production. In general, in the context of transitioning from a "brown" to a "green" economy in the energy sector, a transition to carbon-free generation by 2050 is planned. In the world energy balance structure, preferences are the transition to the development of wind and solar energy. In the plans of UN experts, there was a reduction in global energy consumption by 9% by 2020 and by almost 40% by 2050. Investing about 1.25% of GDP annually in the development of the "green" economy is advisable.

Table 1.5 – List of steps to bring Ukraine's economy closer to full consideration of low-carbon development approaches

Sector	Steps to be taken	The result to be achieved
Energy	Additional investments in the development of the sphere of innovative energy distribution, in "smart networks"; development of the infrastructure of renewable energy sources; more active use of alternative energy sources in the energy sector	Creation of new jobs. Reduction of carbon dioxide emissions. Implementation of green approaches of energy in industry
Fiscal system	Development of new articles to the current fiscal code of the country in support of the low-carbon transition. Development of a financial compensation mechanism	Growth in the value of enterprises that use green technologies. Increasing legal protection for industrial companies
Transport	Use of low-carbon fuel. Investments in energy-efficient technologies on transport, electrification. More active use of railway transport. Planning of the city's green infrastructure for transport	Reduction in the use of conventional fuels. Reduction of carbon dioxide emissions by transport. Creation of new jobs for servicing the transport industry
Industry	Investments in the use of innovative types of energy in the implementation of industrial development projects. Further implementation of innovative types of energy in the activities of the industrial sector. Implementation of a system of state subsidies for enterprises implementing innovative energy technologies	Reducing the values of the energy gap in the budgets of the national industrial sector. Reducing the negative impact of the industrial sector on the environment

The main obstacles and threats to Ukraine's transition to a low-carbon type of development (Pimonenko et al. 2021):

- Technological backwardness and outdated basic production assets of a significant number of companies in the industry.

- High energy intensity of production.
- Lack of financial resources for ecological modernization of economic sectors.
- Insufficient effectiveness of the information system of the National Environmental Monitoring.
- Insufficient investments in the modernization of energy-intensive economic entities.
- Underdevelopment of the ecological infrastructure and its inconsistency with the needs of the "green" economy.
- Weakness of social support in solving the problems of transition to a low-carbon type of development.
- Conflict of interests in the field of ecology between state authorities, businesses and public institutions.
- Low level of environmental and social responsibility of business in Ukraine.
- Incoherence of environmental, energy and economic development policies.

The EU's experience in the implementation of the policy of transition to the principles of green energy can become a fundamental driver of the structural and complex restructuring of the economy in Ukraine. The Ukrainian "green" transition concept includes the cessation of greenhouse gas emissions or their approach to the minimum volume. In the presence of unconditional positive consequences of such a transition, there are also several risks to Ukraine's economic growth. Starting environmental initiatives requires significant investments. As a result of the de-carbonization process, the competitiveness of products from domestic manufacturers may drop because the production of updated products according to new standards is an expensive matter. Accordingly, the price of such products will be higher than the price of ordinary goods. It is vital to maintain a balance

between environmental goals and economic interests. An example of the implementation of the principles of the European Green Deal in the metallurgical industry called the Green Deal on Steel, is illustrative. According to (Euroref, 2021), the steel industry of the European region will reduce greenhouse gas emissions by 55% by 2030. For this, it is necessary to implement a complex of measures for financial support of this industry and the application of regulation: the creation of a market for "green" goods with the initiation of a system of public procurement, implementation of trade protection tools, support for attracting investments for the implementation of innovative solutions. Companies in this industry are actively developing new technologies to reduce the number of harmful emissions. One example is the launch of a pilot project (HYBRIT) on using carbon to produce direct reduction iron. This will make it possible to almost completely avoid emissions of greenhouse gases in the steel production process. There needs to be a solution to finding significant amounts of carbon for such purposes. The use of ecologically clean carbon, which will be produced in the process of electrolysis using electricity obtained from renewable energy sources, is expected. At the same time, European countries refuse coal. Similar examples of projects take place in the transport industry. Thus, sub-sidies provided greater accessibility for the purchase of electric cars. At the same time, traditional vehicles have become more expensive. Demand for such products as lithium, copper, and nickel is growing. In the long-term perspective, the demand for oil and a number of products and services from extraction and its processing will decrease. Therefore, it can be concluded that introducing and actively using certain technologies leads to economic transformations. During such a process,

chains of creation of added value change, new industries and product sales markets appear. The demand for a certain product may fall, or it may even disappear altogether, but the demand for other goods, on the contrary, increases sharply. This can prove that the transition to a low-carbon type of development leads to structural and inevitable changes in society.

A package of documents for monitoring, reporting and verification of greenhouse gas emissions has been adopted in Ukraine. This creates conditions for the launch of the quota trading system in Ukraine. A position document, "On Ukraine's participation in the European Green Course," was also developed. This document is the foundation of cooperation between Ukraine and the European Union in the environmental sphere. Work is underway to create a National Economic Strategy. One of the vectors of the strategy will be industry. At the same time, green technologies are one of the items that will become an important element of the Ukrainian industry in the short term. The "green" transition will make it possible to avoid barriers to the export of products to the countries of the European Union, which is especially relevant in the framework of the discussion on introducing a special fiscal instrument that will prevent the export of carbon products. It is appropriate to note that Ukraine, as a country with a developing economy, cannot lead the decarbonization process. The leaders of this process are the most developed countries in the world. Therefore, as part of the implementation of the European Green Deal, Ukraine can adopt the EU's experience. In the formation of one's own transition policy, it is advisable to use the same tools that are already used by the countries of the European Union. It is important to be systematic (work-

ing on financial instruments, subsidies, trade barriers, etc., and their application in a complex).

It is worth noting that the European Union has undoubtedly already taken significant steps towards developing the green economy. And the goal of transitioning to more ecological types of economic growth remains one of the most critical priorities of European politics today. In particular, a platform for financial support of circular economy development projects was created by the European Investment Bank, proposing changes to the legislation of the European Union, which regulates the use of certain hazardous substances in equipment.

***Medical field and pharmaceuticals.*** The start of large-scale hostilities and the declaration of martial law could not but affect the market of medical services and pharmaceuticals in Ukraine. The National Health Service continued to provide medical guarantees to the population through monthly funding. This made it possible to preserve the stability of the market of medical services and pharmaceuticals in Ukraine in conditions of active population migration, loss, and the return of control over significant territories. The electronic health care system continued to work throughout Ukraine, except for the occupied regions, but the medical institutions there continue to be financed. The outflow of personnel due to the population flight from the war had a minor impact on Ukraine's medical services and pharmaceuticals market. According to the Ministry of Health, 2,273 medical workers left the country, which is 0.5% of the total number of medical professionals and does not affect the availability of services in the market under consideration. In addition, 331 doctors arrived in Ukraine under the program of attracting foreign specialists. The consumer analysis of the medical services and pharmaceuticals market in

Ukraine after the beginning of the active phase of the war made it possible to see structural changes in the consumption of drugs both regionally and by-product. The migration of large masses of the population from the areas of hostilities caused a reduction in the consumption of pharmaceutical products in the eastern and southern regions of the country and an increase in the western and central areas.

In the structure of drug consumption in the market of medical services and pharmaceuticals in Ukraine, the share of antibiotics has significantly decreased. This may be related both to the departure of a significant number of women with children abroad and to a decrease in the concern of Ukrainians about the cause of COVID-19 against the background of more severe difficulties. The growing share of the consumption of sedatives and pressure-regulating drugs evidences the truth of the last statement.

Further development of the medical services and pharmaceuticals market in Ukraine is possible when peacetime is established in the country. It will be aimed at restoring and strengthening public healthcare services, continuing to reform the system (The Market of Medical, 2024).



## SELF-CONTROL

1. List examples of branches of the national economy that contribute to the healthy development of the region and the country as a whole.

2. What are the peculiarities of medical tourism compared to ordinary tourism? What segments of medical tourism do you know?

3. Have you used medical tourism services? If not, do you feel the need for them? In your opinion, are these types of services popular among young people under 35? If so, what are the types of medical tourism?

4. Propose a plan of marketing activities and appropriate marketing communication tools to promote medical tourism services in the region of your residence (study).

5. Do you consider yourself a consumer of products from the healthy segment? If so, which products of this market segment do you buy regularly/frequently/occasionally?

6. What, in your opinion, needs to be done in Ukraine to develop a culture of healthy consumption?

7. Can Ukraine achieve the goal of carbon neutrality by 2050? What from the experience of implementing the principles of green energy in the EU countries should be taken into account in Ukraine and implemented in domestic realities. Which of the EU instruments for the development of green energy is unacceptable for use in Ukraine?

8. What challenges have arisen in the medical field of Ukraine after 2020? Which of them have been successfully overcome, and which still need to be solved?





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## **2. PROMOTION EU COHESION POLICY IN SUSTAINABLE COMPETITIVENESS IN THE REGIONS**

### **THEME 2.1: | EU COHESION POLICY: GOALS, PRINCIPLES, VALUES**

EU Cohesion Policy, one of the central pillars of the European Union's strategy, aims to promote harmonious development across the Union by reducing regional disparities. Established in the Treaty of Rome in 1957 and significantly expanded in subsequent treaties, the policy supports economic growth, job creation, and sustainable development in less-developed regions.

The EU Cohesion Policy is one of the key investment policies of the European Union, aimed at reducing economic, social, and territorial disparities between EU regions, promoting their balanced and sustainable development, enhancing competitiveness, and improving citizens' quality of life.

The legal basis for the cohesion policy is Title XVIII of the Treaty on the functioning of the EU (Articles 174-178). According to it, the Union aims to reduce disparities in the levels of development of different regions and the backwardness of the least favored regions or islands, paying particular attention to rural areas, areas affected by industrial transition, and regions suffering from severe and permanent natural or demographic handicaps.

The cohesion policy is financed through the European Structural and Investment Funds (ESIF): European Regional Development Fund (ERDF), European Social Fund (ESF), Cohesion Fund (CF), European Agricultural Fund for Rural Development (EAFRD), European Maritime and Fisheries Fund (EMFF).

The cohesion policy is implemented based on seven-year programming periods, during which key priorities are defined and allocated funding. For 2021-2027, over €370 billion has been allocated for five main objectives:

1. A smarter Europe – innovative and smart economic transformation.
2. A greener, low-carbon Europe.
3. A more connected Europe – mobility and regional ICT connectivity.
4. A more social Europe – implementing the European pillar of social rights.
5. Europe is closer to citizens – sustainable and integrated urban, rural, and coastal development.

An important principle of the cohesion policy is partnership, i.e., the involvement of national, regional, and local authorities, civil society, business, and academic institutions in the planning and implementing of development programs. This allows for addressing the real needs of each region.

The cohesion policy is based on the "smart specialization" approach – identifying and developing each region or country's unique strengths and opportunities. This enables more efficient use of resources and creates sustainable competitive advantages.

Specific projects under the cohesion policy are very diverse and cover areas such as:

- Development of transport and communication infrastructure.

- Improving energy efficiency and transitioning to renewable energy sources.
- Supporting small and medium-sized businesses, stimulating innovation.
- Investing in education, training, and research activities.
- Improving healthcare and social services.
- Urban regeneration and development of depressed areas.
- Cross-border and interregional cooperation.

The EU Cohesion Policy is a unique and effective mechanism of solidarity that allows resources to be directed to support the most vulnerable regions and social groups, unlocking the potential of each territory, and making the development of the entire European Union more balanced and sustainable. It is a practical embodiment of the EU motto "United in Diversity" and a key factor in increasing the competitiveness and well-being of the Community.

*Objectives of the cohesion policy:*

1. Promote economic, social, and territorial cohesion: the policy aims to balance development across the EU, ensuring that all regions can participate in and benefit from economic growth.
2. Enhance competitiveness and employment: by funding various projects, the policy helps improve infrastructure, boost innovation, and increase employment opportunities.
3. Support sustainable development: the policy encourages environmentally sustainable growth, aligning with the EU's broader climate goals.

*Key principles of the cohesion policy:*

- Concentration: funds are focused on regions most in need to maximize impact.



- Programming: multi-annual programming ensures strategic planning and effective use of resources.
- Partnership: involvement of regional and local authorities, civil society, and the private sector in planning and implementation.
- Additionality: EU funds complement national funding rather than replacing it, ensuring added value.

It is necessary to examine the key dimensions of the EU Cohesion Policy, which is crucial in reducing regional disparities and promoting balanced and sustainable development across the Union.

*Economic cohesion.* Economic cohesion aims to level the playing field by providing financial assistance to regions with lower GDP per capita, ensuring that all regions benefit from economic integration and growth. This involves significant investments in infrastructure, innovation, and the digital economy.

*Social cohesion.* Social cohesion focuses on reducing inequalities and promoting inclusive growth. This involves initiatives to improve education, healthcare, and social inclusion, ensuring that all citizens have access to opportunities regardless of their socio-economic background.

*Key components of social cohesion* (Fig. 2.1):

*1. Reducing Inequalities:*

- Income inequality: addressing income disparities through social welfare programs, progressive taxation, and targeted financial assistance to low-income households.
- Access to services: ensuring equitable access to essential services such as education, healthcare, and social security across all regions.

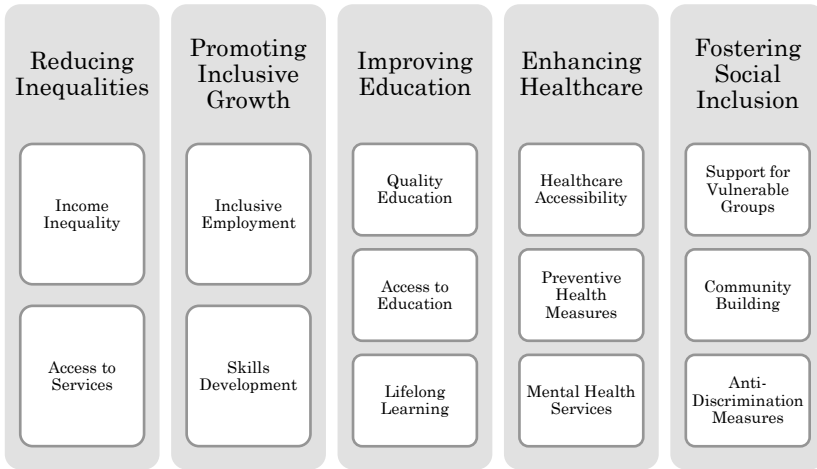


Figure 2.1. The key components of social cohesion

## 2. *Promoting* inclusive growth:

- Inclusive employment: creating job opportunities that are accessible to all, including marginalized groups such as minorities, people with disabilities, and long-term unemployed individuals.

- Skills development: investing in education and vocational training to equip individuals with the skills needed for the modern labor market, thereby enhancing employability and economic participation.

## 3. *Improving* education:

- Quality education: enhancing the quality of education at all levels, from primary to tertiary, ensuring that it meets the needs of the labor market and fosters critical thinking, innovation, and social skills.

- Access to education: providing financial support and scholarships to disadvantaged students, reducing educational barriers such as tuition fees and other associated costs.

- Lifelong learning: promoting lifelong learning opportunities to allow individuals to update their skills and knowledge continuously throughout their careers.

#### 4. *Enhancing healthcare:*

- Healthcare accessibility: ensuring all citizens have access to affordable and high-quality healthcare services, regardless of location or socio-economic status.

- Preventive health measures: implementing programs focused on preventive healthcare, such as vaccination campaigns, health education, and early disease detection.

- Mental health services: expanding mental health services and support systems to address the growing need for psychological and psychiatric care.

#### 5. *Fostering social inclusion:*

- Support for vulnerable groups: providing targeted support to vulnerable groups, including older people, children, migrants, and people with disabilities.

- Community building: promoting social integration and community-building activities encouraging interaction and cooperation among diverse population groups.

- Anti-discrimination measures: enforcing anti-discrimination laws and policies to protect individuals from racial, gender, or any other form of discrimination, ensuring equal treatment and opportunities for all.

Implementation mechanisms of the EU Cohesion Policy are:

1. European Social Fund plus (ESF+) is the main financial instrument supporting social cohesion. It funds projects that enhance employment opportunities, promote social inclusion, and improve education and skills.

2. Operational programs: social cohesion initiatives are implemented through operational programs devel-

oped by member states and regions tailored to their specific social challenges and needs.

3. Partnership Agreements. These strategic documents outline how member states plan to use EU funds to achieve social cohesion goals, ensuring alignment with broader EU objectives and priorities.

4. Monitoring and evaluation. Continuous monitoring and evaluation processes are in place to assess the effectiveness of social cohesion initiatives and ensure that funds are used efficiently to achieve desired outcomes.

The impact of social cohesion (Fig. 2.2) cannot be overstated, as it directly contributes to the well-being and quality of life of all EU citizens, fostering a sense of belonging, trust, and social stability, which are essential foundations for sustainable and inclusive growth.



Figure 2.2. The impact of social cohesion

Social cohesion is a cornerstone of the EU Cohesion Policy, aimed at creating a more inclusive and equitable

society. By focusing on reducing inequalities, promoting inclusive growth, and ensuring access to education, healthcare, and social services, the policy helps to build a more cohesive and resilient European Union. Through targeted initiatives and financial support, social cohesion ensures that all citizens, regardless of their socio-economic background, can contribute to and benefit from the EU's growth and development.

*Territorial cohesion.* Territorial cohesion aims to ensure a balanced development across all regions, including rural and remote areas, promoting sustainable urban development and enhancing the connectivity of regions. This involves improving transportation networks and access to essential services.

*Key components of territorial cohesion (Fig. 2.3):*

*1. Balanced regional development:*

– Equitable growth: ensuring that economic development is not concentrated in a few metropolitan areas but is distributed across various regions, including rural and less developed areas.

– Support for peripheral regions: providing targeted support to regions that are geographically remote or face particular challenges due to their location, such as mountainous areas, islands, or border regions.

*2. Sustainable urban development:*

– Integrated urban planning: promoting urban planning practices that integrate economic, social, and environmental considerations to create sustainable and resilient cities.

– Green infrastructure: investing in green spaces, sustainable public transport, and energy-efficient buildings to reduce the environmental footprint of urban areas.

- Urban-rural linkages: strengthening the connections between urban and rural areas to ensure that the benefits of urban development also enhance rural economies and communities.

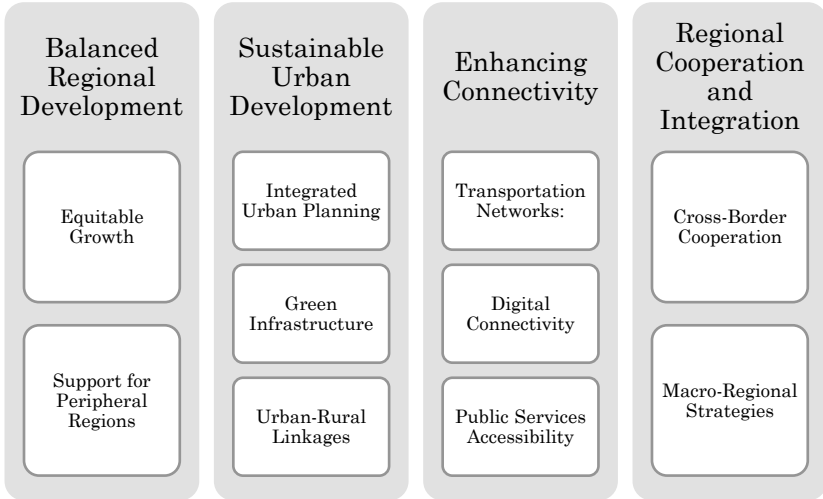


Figure 2.3. The key components of social cohesion

### 3. *Enhancing connectivity:*

- **Transportation networks:** improving transportation infrastructure such as roads, railways, airports, and ports to facilitate the movement of people and goods between regions. This includes both major transport corridors and local connections.

- **Digital connectivity:** ensuring that all regions have access to high-speed internet and digital services crucial for economic activities, education, and healthcare in the modern economy.

- **Public services accessibility:** guaranteeing that essential services such as healthcare, education, and so-

cial services are accessible to all citizens, regardless of their location.

4. *Regional Cooperation and Integration:*

– Cross-Border cooperation: encouraging collaboration between neighboring regions across national borders to address common challenges and leverage shared opportunities.

– Macro-regional strategies: implementing strategies that address the specific needs of larger geographic areas, such as the Baltic sea region, the Danube region, and the Alpine region, promoting cooperation and sustainable development across multiple countries.

*Implementation mechanisms:*

1. *European Regional Development Fund (ERDF).* The ERDF provides financial support for projects that enhance regional infrastructure, promote sustainable urban development, and improve connectivity.

2. *Cohesion fund.* The Cohesion Fund targets member states with a GNI per capita below 90% of the EU average, focusing on large-scale projects that enhance environmental sustainability and transportation networks.

3. *Operational programs.* Each member state and region develops operational programs outlining how they will use EU funds to achieve territorial cohesion goals. These programs are tailored to the specific needs and characteristics of each region.

4. *Partnership agreements.* Strategic documents negotiated between the European Commission and member states that detail the use of funds, ensuring that they align with EU objectives and regional priorities.

Territorial cohesion (Fig. 2.4) is a key element of the EU Cohesion Policy, aiming to ensure that all regions, including rural and remote areas, can benefit from

and contribute to the EU's economic and social development.

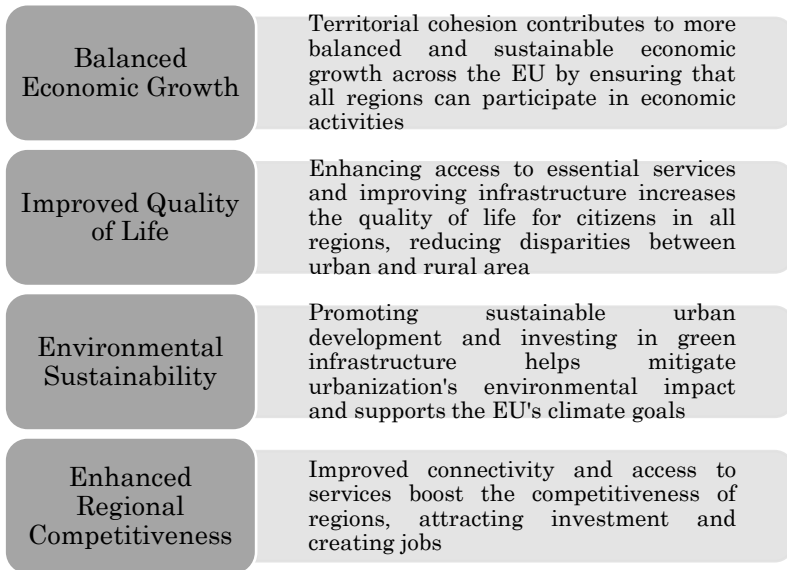


Figure 2.4. The impact of territorial cohesion

By promoting balanced regional growth, sustainable urban development, and enhanced connectivity, territorial cohesion helps to create a more integrated and equitable European Union. Targeted investments and strategic planning ensure no region is left behind, fostering a cohesive and resilient EU.

***Principles of EU Cohesion Policy.*** The EU Cohesion Policy is guided by several key principles that ensure its effectiveness, fairness, and transparency. These principles include:

1. *Concentration.* The principle of concentration is one of the key principles guiding the EU Cohesion Policy. It involves focusing the available financial resources on a



limited number of strategic priority areas to achieve the most significant impact and ensure that investments are aligned with the EU's overarching goals.

The rationale behind this principle is to avoid spreading the resources too thinly across numerous objectives, which could dilute the policy's effectiveness. By concentrating the funds on carefully selected priorities, the EU aims to create a critical mass of interventions that can generate substantial and measurable results.

The concentration principle is applied at several levels:

1. **Thematic concentration:** The EU identifies a set of thematic objectives that reflect the main challenges and opportunities for the Union as a whole. For the 2021-2027 programming period, these objectives include promoting innovation, supporting the low-carbon economy, enhancing connectivity, and fostering social inclusion. Member States and regions must allocate a significant share of their cohesion policy funding to these areas.

2. **Geographic concentration:** The cohesion policy also focuses on regions most needing support, such as less developed regions with a GDP per capita below 75% of the EU average. These regions receive a higher intensity of funding compared to more developed ones. This approach ensures that the policy addresses the most pressing territorial disparities.

3. **Financial concentration:** The EU sets minimum allocation requirements for certain funds and objectives. For example, in the 2021-2027 period, at least 8% of the ERDF resources at the national level must be allocated to sustainable urban development, and at least 30% of the total ERDF and 37% of the Cohesion Fund must support climate objectives.

By applying the concentration principle, the EU Cohesion Policy aims to:

- Maximize the impact of the available resources.
- Address the most pressing challenges and exploit the most promising opportunities.
- Ensure a strategic alignment between investments and the EU's long-term goals.
- Facilitate the monitoring and evaluation of the policy's results and effectiveness.

However, the concentration principle also requires a careful balance to ensure that each region's specific needs and potential are considered. The smart specialization approach, which involves identifying and building on each region's unique strengths and assets, helps to tailor the concentration of resources to the local context.

The principle of concentration is closely linked to the other key principles of the cohesion policy, such as programming (setting out multi-annual strategic plans), partnership (involving stakeholders at all levels), and additionality (ensuring that EU funds complement rather than replace, national investments).

The concentration principle is a crucial component of the EU Cohesion Policy, aimed at ensuring that the available resources are used strategically and efficiently to achieve the most significant impact in reducing regional disparities, promoting sustainable development, and enhancing the EU's overall competitiveness and cohesion.

2. *Programming*. It involves designing and implementing multi-annual strategic investment plans that outline the priorities, objectives, and concrete actions to promote the development of regions and member states.

The main idea behind the programming principle is to ensure a coherent, long-term, and results-oriented ap-

proach to using cohesion policy funds. Instead of financing individual, disconnected projects, the policy supports integrated interventions designed to achieve specific, measurable objectives over several years.

The programming process involves several key steps (Table 2.1).

Table 2.1. The programming process key steps

Steps	Description
Strategic planning	At the beginning of each programming period (currently 2021-2027), the EU establishes a set of common thematic objectives and investment priorities that reflect the Union's overarching goals. Member States and regions then develop their strategic plans (partnership agreements and operational programmes) that translate these objectives into specific actions, considering their unique needs, challenges, and potential
Dialogue and partnership	The programming process is based on a close dialogue and collaboration between the European Commission, national and regional authorities, local stakeholders (such as economic and social partners and civil society organizations), and other relevant bodies. This collaborative approach ensures that the strategic plans are comprehensive, realistic, and responsive to the needs
Thematic and geographic concentration	In line with the concentration principle, the programming process involves focusing the available resources on a limited number of strategic priorities and the regions most in need of support. This ensures the investments have a critical mass and can generate significant and measurable impact
Performance orientation	The strategic plans include clear and measurable targets, indicators, and milestones to monitor progress and evaluate the effectiveness of the interventions. This performance framework allows for a transparent and accountable use of public funds and enables corrective measures to be taken if necessary
Flexibility and adaptability	While the strategic plans provide a stable and predictable framework for investment, they also include mechanisms for flexibility and adaptation to changing circumstances. The plans can be revised and adjusted in response to new challenges, opportunities, or lessons learned during implementation.

The benefits of the programming principle are manifold:

- It promotes a strategic, long-term, and integrated approach to regional development.
- It ensures a better alignment between cohesion policy investments and the EU's overarching goals.
- It fosters a culture of dialogue, partnership, and shared ownership among all stakeholders.
- It enhances the transparency, accountability, and performance orientation of the policy.
- It allows for flexibility and adaptation to changing needs and contexts.

The programming principle is a key pillar of the EU Cohesion Policy that involves designing and implementing multi-annual strategic investment plans. By ensuring a coherent, long-term, and results-oriented approach based on dialogue, partnership, concentration, performance orientation, and flexibility, the programming principle contributes to the effectiveness and impact of the policy in reducing regional disparities and promoting sustainable development across the EU.

3. *Partnership* is a fundamental principle of the EU Cohesion Policy that emphasizes the importance of involving a wide range of stakeholders in the design, implementation, monitoring, and evaluation of the policy's interventions. It is based on the idea that the effectiveness and legitimacy of the Cohesion Policy depend on the active participation and cooperation of all relevant actors at the European, national, regional, and local levels.

The partnership principle has several key dimensions:

1. Multi-level governance: The cohesion policy involves a complex system of shared responsibilities and cooperation between the EU institutions, Member States, and regional and local authorities. The partnership principle ensures that all these levels of governance are actively involved in the policy process, from the strategic planning to the implementation and evaluation of the interventions.

2. Stakeholder involvement: The partnership principle requires engaging a wide range of stakeholders, including economic and social partners (such as trade unions and employers' organizations), civil society organizations, environmental partners, academia, and other relevant bodies. These stakeholders bring valuable expertise, knowledge, and perspectives to the policy process and help ensure the interventions respond to the real needs and priorities.

3. Inclusiveness and non-discrimination: The partnership principle promotes the inclusion of all relevant actors, regardless of their institutional capacity or resources. It pays particular attention to the involvement of groups that may face discrimination or are at risk of social exclusion, such as women, youth, people with disabilities, and marginalized communities.

4. Transparency and accountability: The partnership principle is based on open, transparent, and regular dialogue between all involved parties. It ensures that the decision-making processes are clear and accessible to all stakeholders and that the results and impact of the interventions are communicated and debated openly.

5. Capacity building: The partnership principle also involves supporting the capacity of partners, especially at the regional and local levels, to engage in the policy process effectively. This may include training, technical

assistance, and exchanging good practices to strengthen the skills and knowledge of all involved actors.

The partnership principle brings several benefits to the cohesion policy:

- It ensures that the policy interventions are relevant, responsive, and adapted to the specific needs and potential of each territory.
- It enhances the ownership, commitment, and responsibility of all partners in the success of the policy.
- It mobilizes additional resources, knowledge, and expertise for the policy's implementation.
- It strengthens the legitimacy, transparency, and accountability of the policy process.
- It promotes social capital, trust, and cooperation between different actors and levels of governance.

In practice, the partnership principle is implemented through various mechanisms and tools, such as the involvement of partners in the preparation of the Partnership agreements and operational programmes, the establishment of monitoring committees with a balanced representation of all relevant stakeholders, the organization of public consultations and dialogues, and the support for capacity building and networking activities.

The partnership principle is a key pillar of the EU Cohesion Policy that emphasizes involving many stakeholders in the policy process. By promoting multi-level governance, stakeholder involvement, inclusiveness, transparency, and capacity building, the partnership principle contributes to the policy's relevance, effectiveness, and legitimacy in reducing regional disparities and promoting sustainable development across the EU.

4. *Additionality*. It stipulates that the EU funds provided through the cohesion policy should not replace but rather complement and add to the national, regional,

or local funding for development and investment projects. In other words, the EU funds should lead to additional investments that would not have been made or would have been made on a smaller scale without the EU support.

The main objectives of the additionality principle are:

1. Leverage effect. The additionality principle aims to ensure that the EU funds have a leverage effect on the national and sub-national resources. By requiring that the EU funds be matched by domestic funding, the principle encourages the Member States and regions to mobilize additional investments and to prioritize the development objectives supported by the Cohesion Policy.

2. Ownership and responsibility. The additionality principle reinforces the Member States' and regions' ownership and responsibility for their development strategies and interventions. By requiring a national or regional co-financing, the principle ensures that the beneficiaries have a strong stake and interest in the success and sustainability of the projects.

3. Alignment with EU objectives. The additionality principle helps to align the national and sub-national investments with the EU's overarching goals and priorities. By linking the EU funds to additional domestic resources, the principle incentivizes the Member States and regions to invest in areas consistent with the EU's strategic goals, such as innovation, low-carbon economy, or social inclusion.

4. Efficiency and effectiveness. The additionality principle contributes to the efficiency and effectiveness of the cohesion policy interventions. By ensuring that the EU funds do not substitute for but rather complement the domestic resources, the principle helps to avoid the

displacement or crowding out of national or regional investments and to maximize the impact and value-added of the EU support.

The additionality principle is implemented through several mechanisms:

1. **Ex-ante verification:** Before approving the operational programmes, the European Commission verifies that the proposed national or regional co-financing level is consistent with the additionality principle and represents a genuine additional investment effort.

2. **Monitoring and reporting:** Throughout the implementation of the programs, the Member States and regions must regularly report on the levels of national or regional co-financing and demonstrate that they maintain their public or equivalent structural spending at least at the same level as in the previous programming period.

3. **Ex-post verification:** After the closure of the programs, the European Commission carries out an ex-post verification to ensure that the additionality principle has been respected and that the EU funds have indeed led to additional investments.

In non-compliance with the additionality principle, the European Commission may apply financial corrections and recover the unduly spent EU funds.

It is important to note that the additionality principle does not apply uniformly to all Member States and regions. The co-financing rates and the requirements for additional investments vary depending on the level of development and the specific objectives of the interventions. Less developed regions and priority areas like innovation or low-carbon economies typically benefit from higher EU co-financing rates and more flexible additionality rules.



In summary, the additionality principle is a key pillar of the EU Cohesion Policy that ensures that the EU funds complement and add to, rather than replace, the national, regional, or local funding for development and investment projects. By leveraging additional domestic resources, reinforcing the ownership and responsibility of the beneficiaries, aligning the investments with the EU objectives, and enhancing the efficiency and effectiveness of the interventions, the additionality principle contributes to the impact and sustainability of the Cohesion Policy in reducing regional disparities and promoting growth and cohesion across the EU.

***Values underpinning EU Cohesion Policy.*** The EU Cohesion Policy is underpinned by a set of core values that reflect the fundamental principles and aspirations of the European Union. These values guide the policy's design, implementation, and evaluation, ensuring that it contributes to the overall goals of the EU while promoting social justice, equality, and solidarity.

The key values underpinning the EU Cohesion Policy include solidarity, sustainable development, and inclusiveness.

1. Solidarity reflects the commitment to support less developed regions and promote overall socio-economic balance within the EU.

In practical terms, this means that wealthier and more developed EU countries and regions provide financial and technical assistance to poorer and less developed regions through the mechanisms of the cohesion policy. The funds from the Structural funds and the Cohesion Fund are directed towards the implementation of projects in infrastructure development, support for small and medium-sized businesses, job creation, improvement

of education and healthcare systems, etc., in those parts of the EU that need it most.

This solidarity aims to reduce regional disparities in income levels, employment, and development opportunities. Excessive regional inequalities can lead to social tension, economic instability, and political fragmentation in the EU. Therefore, supporting less developed regions is seen not only as a manifestation of humanity and fairness but also as an investment in the overall well-being, stability, and unity of the European Union.

Solidarity as a value of the cohesion policy also reflects the idea of risk-sharing and collective responsibility. EU countries and regions recognize that they are interdependent and have a common interest in ensuring the balanced development of the entire Union. Problems and challenges in one part of the EU can negatively affect all others. Therefore, solidarity implies a willingness to support and work together for the common good.

It is worth noting that solidarity in the context of the cohesion policy is not simply a one-sided redistribution of resources but a mutually beneficial partnership. Investments in less developed regions help them catch up with more developed ones and create new markets, opportunities for business, and economic growth for the entire EU. Moreover, solidarity contributes to political stability and security by reducing social tension and discontent in less prosperous parts of the Union.

Thus, solidarity as a value of the cohesion policy reflects the recognition of shared responsibility and mutual benefit from supporting less developed regions. This is key to reducing disparities, ensuring balanced development, and strengthening unity within the EU.

2. Sustainable development is an integral part of the EU Cohesion Policy. This means that all investments

and projects financed under this policy must be environmentally friendly and resource-efficient and contribute to the long-term environmental sustainability of the regions.

This principle stems from recognizing that economic development cannot occur at the expense of depleting natural resources, polluting the environment, or negatively impacting human health and biodiversity. Instead, the cohesion policy seeks to ensure the development of regions that meet the needs of the current generation without compromising the ability of future generations to meet their own needs.

In practice, this is implemented through some specific priorities and requirements. A significant portion of Cohesion Policy funds is directed towards supporting projects in the areas of green economy, low-carbon development, energy efficiency, renewable energy, clean transport, biodiversity conservation, etc. For example, these could be investments in modernizing building heating systems to reduce CO<sub>2</sub> emissions, developing a network of bicycle lanes in cities, restoring natural ecosystems, or supporting innovative startups in clean technologies.

In addition, all projects funded by the cohesion policy must undergo an environmental impact assessment and comply with the EU's high environmental standards. Beneficiaries of funds must demonstrate how their projects will contribute to reducing greenhouse gas emissions, adapting to climate change, using resources efficiently, etc.

The cohesion policy also supports sustainable urban development. This involves an integrated approach to city planning that considers environmental, economic, and social aspects. For example, urban regeneration pro-

jects should include green spaces, energy-efficient buildings, affordable housing, smart transport, etc. The goal is to make cities greener, more inclusive, and more resilient to future challenges.

The integration of sustainable development into the cohesion policy reflects the EU's aspiration to transform regional economies based on resource efficiency, low carbon, and circularity. This creates new opportunities for green growth and innovation, improves citizens' quality of life, and makes regions more resilient in the face of environmental challenges. Thus, the cohesion policy contributes to implementing the European Green Deal and achieving the EU's climate neutrality by 2050.

3. Inclusiveness is one of the key values of the EU Cohesion Policy, which aims to ensure that all regions and communities, regardless of their level of development or socio-economic characteristics, can benefit from European integration and have equal access to opportunities.

In practice, this means that the cohesion policy pays special attention to supporting the most vulnerable and marginalized groups, such as people with low incomes, the unemployed, youth, people with disabilities, migrants, ethnic minorities, etc. The goal is to overcome structural barriers and discrimination that prevent these groups from fully participating in economic and social life.

Inclusiveness is implemented through targeted actions and projects funded by the cohesion policy. For example, these could be vocational training and retraining programs for the unemployed, initiatives to support youth entrepreneurship, investments in social infrastructure (affordable housing, health care, childcare), projects

for integrating migrants and minorities, measures to improve accessibility for people with disabilities, etc.

In addition, the cohesion policy encourages the active participation of citizens and civil society in decision-making processes and project implementation at the local level. This helps to consider different communities' real needs and priorities, ensure transparency and accountability, and strengthen people's sense of belonging and ownership.

Inclusiveness also involves combating poverty and social exclusion. The cohesion policy supports measures to improve access to quality services, ensure decent living conditions, and create opportunities for social mobility. This includes investments in education, health care, and social housing, as well as initiatives to tackle energy poverty, the digital divide, and other forms of deprivation.

Overall, inclusiveness as a value of the Cohesion Policy reflects the EU's aspiration to build a fairer, more equitable, and more cohesive society where everyone has opportunities for self-realization and a decent life. This is a matter of social justice and a prerequisite for sustainable and resilient development. Societies with significant social and economic gaps are more vulnerable to crises, conflicts, and political instability.

Therefore, inclusiveness is an integral component of the cohesion policy, which complements the goals of economic growth and competitiveness with the goals of social integration, equal opportunities, and well-being for all. This makes the cohesion policy a key instrument for implementing the European Pillar of Social Rights and building a social market economy in the EU.

***Challenges and future directions.*** The EU Cohesion Policy faces several challenges that complicate

achieving its objectives and require adaptation and improvement of approaches.

One of the key challenges is the economic disparities between EU regions, exacerbated by global crises such as the 2008-2009 financial crisis, the COVID-19 pandemic, and the war in Ukraine. These crises have disproportionately affected less developed and vulnerable regions, deepening existing income levels, employment, and investment gaps. This threatens the progress in reducing regional disparities and requires additional efforts to support the most affected territories.

Another challenge is the varying administrative capacity and institutional capability levels among EU regions. Some regions, especially less developed ones, may have limited human, technical, and financial resources to plan, manage, and implement cohesion policy projects effectively. This can lead to delays in the absorption of funds, insufficient quality of projects, or mismatch with local needs. Therefore, it is important to build the administrative capacity of regions through technical assistance, exchange of experiences, and best practices.

Moreover, there is a need for better coordination between different levels of governance - European, national, regional, and local. The cohesion policy involves multi-level governance and partnership, but it can be challenging to align priorities, procedures, and actions among all involved parties. This can lead to fragmentation, duplication of efforts, or inconsistencies between different instruments and strategies. Therefore, it is necessary to strengthen vertical and horizontal coordination mechanisms, ensuring coherence with other EU policies and national development strategies.

Another challenge is ensuring the visibility and communication of the cohesion policy results. Although

this policy significantly impacts regional development, citizens are not always aware of its role or perceive it as something distant from their daily lives. This can undermine public support and the legitimacy of the cohesion policy. Therefore, it is important to inform the public about specific projects and their benefits effectively, involve citizens in decision-making, and demonstrate the European added value of this policy.

Overall, the current challenges require adaptation and improvement of the cohesion policy to effectively respond to regions' changing needs and citizens' expectations. This involves greater flexibility and adaptability in resource allocation, simplification of procedures, strengthening of partnership and multi-level governance, building administrative capacity, and improving communication of results. Addressing these challenges will strengthen the role of the cohesion policy as a key instrument for promoting balanced and sustainable development of all EU regions.

Looking ahead, the EU aims to enhance the effectiveness and impact of the Cohesion Policy to better respond to the challenges and opportunities facing regions in a changing global context. New strategies and approaches are being developed to guide the direction of this policy in the coming years.

One of the key objectives is to simplify procedures and reduce the administrative burden for beneficiaries of funds. This involves a more proportionate and risk-based approach to control and audit, wider use of simplified cost options, and harmonizing rules between different EU funds and instruments. Such measures will accelerate project implementation, reduce costs, and make the cohesion policy more attractive and accessible to potential beneficiaries.

Another priority is to increase flexibility in allocating funds to respond more quickly to unforeseen challenges and crises. Depending on changing circumstances, this may include creating reserves or mechanisms for re-allocating funds between regions and priorities. Greater flexibility will also allow for better consideration of specific territorial needs and potential, supporting new and innovative approaches to regional development.

The EU also plans to strengthen the monitoring and evaluation mechanisms of the cohesion policy results. This involves developing clearer, more measurable performance indicators, collecting and analyzing real-time data, and conducting regular impact assessments at various levels. Improved monitoring and evaluation will allow for better progress tracking, identifying and disseminating best practices, and making necessary adjustments in policy implementation.

Future cohesion policy strategies also emphasize the importance of digitalization, innovation, and green transition as key drivers of regional development. This involves supporting digital transformation projects, developing digital skills and infrastructure, stimulating research and innovation, and investing in clean technologies, energy efficiency, and the circular economy. These priorities will help EU regions to be more competitive, resilient, and prepared for future challenges.

Furthermore, future approaches emphasize the importance of integrated territorial development and place-based strategies. This involves developing comprehensive development strategies that consider each territory's economic, social, and environmental aspects, as well as involving local communities and stakeholders in their design and implementation. Such an approach allows for better leveraging of regional assets and knowledge, fos-



tering cooperation between different sectors and levels of governance.

Overall, the prospects and strategies of the cohesion policy aim to enhance its efficiency, flexibility, and impact in the context of new challenges and opportunities. By simplifying procedures, strengthening monitoring and evaluation, supporting digitalization, innovation, and a green transition, and applying integrated territorial approaches, the EU seeks to make this policy more adaptive, inclusive and result-oriented. This will allow the Cohesion Policy to remain a key instrument for promoting balanced and sustainable development of EU regions in the long term.



## SELF-CONTROL

1. What are the main goals of the EU Cohesion Policy, and how do they contribute to regional development?
2. How does the EU Cohesion Policy help reduce regional disparities?
3. Explain the principle of concentration in the context of the EU Cohesion Policy.
4. How does programming contribute to the effective use of resources in the EU Cohesion Policy?
5. Describe the role of partnership in the implementation of the EU Cohesion Policy.
6. How does the principle of additionality ensure the effectiveness of funding within the EU Cohesion Policy?
7. What are the main investment directions supported by the EU Cohesion Policy?

8. What impact does the EU Cohesion Policy have on the quality of life of citizens?
9. How does the EU Cohesion Policy contribute to social stability in regions?
10. What are the economic benefits of inclusive growth in the context of the EU Cohesion Policy?

## THEME 2.2: | EU COHESION POLICY: INTERACTION OF STAKEHOLDERS

The EU Cohesion Policy is based on the partnership principle, which involves the active engagement and interaction of a wide range of stakeholders at all stages of the policy's design and implementation. However, in practice, such interaction may face *certain problems and challenges*.

One of the issues is ensuring a balanced representation of different stakeholder groups. The cohesion policy covers many areas and levels of governance, so it is important that representatives of national, regional, and local authorities, economic and social partners, civil society, academic and educational institutions, etc., participate in the interaction process. However, in practice, it can be difficult to involve all relevant stakeholders, especially less organized and resourced groups such as small businesses, local communities, or marginalized communities. As a result, an imbalance of influence and representation of interests may arise in favor of more powerful and organized groups.

Another challenge is aligning the different and sometimes conflicting interests and priorities of stakeholders. Each group of stakeholders has its own specific needs, goals, and vision of development, which may not always coincide or even conflict with each other. For example, businesses may prefer investments in infrastructure and innovation, while civil society may prioritize social inclusion and environmental projects. Finding consensus and balance between different interests may require significant efforts, time, and willingness to compromise from all participants.

Another problem is ensuring real and meaningful involvement of stakeholders, not just formal consultations. Partnership within the cohesion policy implies the active participation of stakeholders in decision-making, not just informing or surveying their opinions. However, in practice, interaction may be reduced to formal procedures without real impact on the content of the policy. This can lead to frustration and decreased motivation of stakeholders to participate in the partnership. Therefore, it is important to ensure that the input of stakeholders is actually taken into account and reflected in strategic and operational decisions.

There may also be difficulties in coordination and communication between different stakeholder groups. Effective interaction requires established channels of information exchange, regular dialogue and feedback, clear rules and procedures for cooperation. Without proper coordination, misunderstandings, duplication of efforts, or gaps in the coordination of actions may arise. This is especially relevant for cooperation between different levels of governance – European, national, regional, and local, where institutional and communication barriers may exist.

Another challenge is building the capacity and capability of stakeholders to effectively participate in the partnership. Not all stakeholder groups have the same level of knowledge, skills, and resources to fully engage in the design and implementation of the cohesion policy. This is especially true for local communities, small businesses, and civil society organizations, which may need additional support, training, and resources to build their capacity for participation. Without such investments in stakeholder capacity, the partnership may remain unequal and ineffective.

At the same time, despite these challenges, stakeholder interaction remains a cornerstone of the success of the cohesion policy. The partnership allows for aligning this policy with the real needs of the regions, mobilizing additional resources and expertise, and ensuring transparency and legitimacy of decisions. Therefore, continuous efforts to improve stakeholder engagement mechanisms, overcome existing barriers, and build partnership capacity are essential to implement the EU Cohesion Policy effectively.

Given the need to implement partnership principles and stakeholder engagement mechanisms, it is necessary to clearly understand the list of *key stakeholders in EU Cohesion Policy* (Fig. 2.5).



Figure 2.5. Key stakeholders in EU Cohesion Policy

The European Commission plays a central role in proposing legislation, allocating funds, and ensuring compliance with EU policies. It sets the overall strategic framework for cohesion policy and monitors the imple-

mentation of programs to ensure they meet EU objectives (European commission, 2024).

National governments are responsible for developing national strategies and operational programs in line with EU guidelines. They manage and oversee the use of cohesion funds, ensuring that projects align with national and regional priorities (European commission, 2014).

Regional and local authorities implement cohesion policy on the ground. They design and manage specific projects, engage with local stakeholders, and ensure that initiatives address regional needs. Their role is crucial in tailoring policy to local contexts (Committee of the regions, 2021).

Civil society organizations, including NGOs, community groups, and advocacy organizations, participate in the planning, implementation, and monitoring of cohesion policy. Their involvement ensures that the interests of various community groups are considered and that policy implementation is transparent and accountable (European Commission, 2014).

The private sector, including businesses and industry associations, contributes to the implementation of cohesion policy by investing in projects and providing expertise. Public-private partnerships are often used to leverage additional resources and ensure that projects are economically viable.

*Mechanisms of Interaction Partnership Agreements.* Partnership Agreements are one of the key mechanisms for facilitating interaction and cooperation between different stakeholders in the context of the EU Cohesion Policy. These agreements are strategic plans outlining how each Member State intends to use the funding from the European Structural and Investment Funds (ESIF) to achieve the objectives of the cohesion policy and con-

tribute to the general development strategies of the European Union for smart, sustainable, and inclusive growth.

The process of developing and implementing Partnership Agreements involves a multi-level and multi-stakeholder dialogue and collaboration. It starts with the European Commission providing a Common strategic framework (CSF) that sets out the overarching priorities and guidelines for the use of ESIF. Based on this framework, each Member State drafts its own Partnership Agreement, engaging a wide range of partners in the process.

These partners include:

1. Regional, local, urban, and other public authorities.
2. Economic and social partners.
3. Bodies representing civil society, including environmental partners, non-governmental organizations, and bodies responsible for promoting social inclusion, gender equality, and non-discrimination.

The involvement of partners in the preparation of Partnership Agreements is not just a formality but a legal requirement under the European code of conduct on partnership (European Code of conduct on partnership, 2014). The Code stipulates that Member States should engage partners in a meaningful and timely manner, providing them with adequate information and sufficient time to analyze and comment on the key documents.

The partnership principle applies not only to the development of Partnership Agreements but also to their implementation, monitoring, and evaluation. Member States are required to establish monitoring committees that include representatives of relevant partners to over-

see the progress and performance of the programs funded under the Partnership agreement.

The benefits of the partnership approach in the context of Partnership Agreements are manifold:

1. It ensures that the cohesion policy is responsive to the real needs and challenges on the ground, as identified by local and regional stakeholders.

2. It helps to align and coordinate the use of different EU and national funding sources, avoiding duplication and maximizing synergies.

3. It enhances the ownership and commitment of partners to the successful implementation of the agreed strategies and programs.

4. It promotes mutual learning, exchange of good practices, and capacity building among different stakeholders.

However, the effective implementation of the partnership principle in Partnership agreements also faces certain challenges, such as ensuring the balanced representation and meaningful involvement of all relevant partners, managing the complexities of multi-level coordination, and building the administrative capacity of all involved parties to engage in the process.

To address these challenges, the European Commission and Member States have been investing in various support measures, such as guidance documents, training programs, and technical assistance facilities, to help stakeholders make the most of the partnership opportunities in the context of the cohesion policy.

Overall, Partnership Agreements serve as a crucial instrument for structured interaction and cooperation between the European Commission, Member States, and a wide range of stakeholders in the design and delivery of the EU Cohesion Policy. By fostering a partnership ap-



proach, they contribute to the effectiveness, legitimacy, and added value of this policy in promoting balanced and sustainable development across the EU regions.

*Operational programs* (OPs) are another essential mechanism for facilitating interaction and cooperation between different stakeholders in the framework of the EU Cohesion Policy. These are detailed plans that translate the strategic objectives and investment priorities outlined in the Partnership Agreements into concrete actions and projects to be implemented on the ground.

Each Operational Program focuses on a specific region or a thematic area (such as transport, environment, or social inclusion) and sets out the specific objectives, expected results, target groups, and types of interventions to be supported by the ESIF. The OPs also define the financial allocations, performance indicators, and implementation arrangements for the planned interventions.

The process of designing and implementing operational programs involves a close collaboration and dialogue between the managing authorities (usually national or regional bodies responsible for the program), the European Commission, and a wide range of local partners, including:

1. Regional and local authorities.
2. Economic and social partners (e.g., business associations, trade unions).
3. Civil society organizations (e.g., NGOs, environmental groups).
4. Academic and research institutions.
5. Other relevant stakeholders, depending on the specific focus of the program.

The involvement of local partners in the preparation of Operational Programs is crucial to ensure that the

planned interventions are tailored to the specific needs, challenges, and opportunities of each region or sector. The partners provide valuable insights, expertise, and on-the-ground knowledge that help to shape the content and priorities of the programs.

The partnership principle in the context of Operational Programs goes beyond mere consultation. The European Code of Conduct on Partnership (European Code of Conduct on Partnership, 2014) requires the managing authorities to engage local partners in a transparent, meaningful, and continuous manner throughout the entire program cycle, including: the preparation and design of the programs, the implementation and selection of projects, the monitoring and evaluation of the program's progress and results.

To facilitate this ongoing interaction, the managing authorities set up monitoring committees for each Operational Program, which include representatives of all relevant partners. These committees regularly review the program's implementation, discuss challenges or bottlenecks, and propose necessary adjustments or improvements.

The benefits of the partnership approach in Operational Programs are significant:

1. It ensures that the programs are responsive to the real needs and expectations of local communities and stakeholders.

2. It helps to mobilize additional resources, expertise, and co-financing from local partners, thus increasing the impact and sustainability of the interventions.

3. It enhances the program's implementation's transparency, accountability, and legitimacy, as local partners can act as watchdogs and provide feedback on the ground.

4. It fosters mutual learning, capacity building, and a sense of ownership among all involved parties, which is crucial for successfully delivering the projects.

However, the effective engagement of local partners in Operational Programs also faces several challenges, such as ensuring the representativeness and capacity of all relevant stakeholders to participate in the process, managing potential conflicts of interest or competing priorities, and striking a balance between the need for flexibility and the requirement for a coherent and coordinated approach across different programs and regions.

To address these challenges, the managing authorities and the European Commission provide various support measures, such as technical assistance, training, and exchange of good practices, to help local partners fully participate in and contribute to the design and implementation of Operational Programs.

*Monitoring Committees* are a crucial mechanism for ensuring effective interaction and partnership between different stakeholders in the implementation of the EU Cohesion Policy. These committees are established for each Operational Program (OP) and serve as a platform for regular dialogue, oversight, and decision-making throughout the program's lifecycle.

The primary role of the Monitoring Committees is to review the implementation progress of the Operational Programs and ensure that they are delivered in accordance with the agreed objectives, targets, and financial plans. They also provide guidance and recommendations to the managing authorities on any necessary adjustments or improvements to the programs.

The composition of the Monitoring Committees reflects the partnership principle, which is a key requirement of the European Structural and Investment Funds

(ESIF) regulations. The committees bring together a wide range of stakeholders, including:

1. Representatives of the relevant national, regional, and local authorities.
2. Economic and social partners (e.g., business associations, trade unions).
3. Civil society organizations (e.g., NGOs, environmental groups).
4. Bodies responsible for promoting social inclusion, gender equality, and non-discrimination.
5. Representatives of the European Commission (in an advisory capacity).

The involvement of these diverse partners in the Monitoring committees ensures a balanced and inclusive approach to the oversight and decision-making process. It allows for a continuous exchange of information, experiences, and perspectives between the different stakeholders, which can help to identify and address any challenges or bottlenecks in the implementation of the programs.

The specific tasks of the Monitoring committees include:

1. Reviewing and approving the selection criteria for projects to be funded under the Operational programs.
2. Monitoring the progress made towards achieving the specific objectives and targets of the programs, based on the defined performance indicators.
3. Examining and approving the annual and final implementation reports prepared by the managing authorities.
4. Proposing and approving any amendments to the Operational programs, as necessary.

5. Assessing the effectiveness, efficiency, and impact of the programs, and providing recommendations for improvement.

6. Reviewing the implementation of the communication and visibility strategies for the programs

The Monitoring committees typically meet at least once a year, but more frequent meetings can be organized if needed. The meetings are chaired by a representative of the Member State or the managing authority, and decisions are usually taken by consensus.

The effectiveness of the Monitoring committees depends on several factors, such as the quality and timeliness of the information provided to the members, the level of engagement and commitment of the partners, and the capacity of the stakeholders to contribute meaningfully to the discussions and decisions.

To support the work of the Monitoring committees, the managing authorities and the European Commission provide various guidance documents, training opportunities, and technical assistance facilities. These tools aim to enhance the capacity of the partners to effectively participate in the monitoring and decision-making process and to ensure a consistent and coherent approach across different programs and regions.

In summary, Monitoring committees are a vital mechanism for facilitating ongoing interaction, dialogue, and partnership between different stakeholders in the implementation of the EU Cohesion Policy. By bringing together a wide range of partners to review the progress, challenges, and opportunities of the Operational programs, these committees contribute to the transparency, accountability, and effectiveness of the policy delivery. They also foster mutual learning, capacity building, and a sense of shared ownership among all involved parties,

which is essential for the successful achievement of the Cohesion Policy objectives.

*Evaluating stakeholder interaction.* Effective collaboration among stakeholders is a key success factor for the EU Cohesion Policy. It allows for aligning different interests, mobilizing resources and expertise, and ensuring the legitimacy and accountability of the decision-making process. However, for collaboration to be truly effective, it must meet certain criteria (Table 2.2).

Adhering to the criteria of inclusiveness, transparency, accountability, and flexibility is necessary for the partnership to deliver real results and added value. Managing authorities and the European Commission play a crucial role in creating favorable conditions and incentives for effective collaboration, but the responsibility for its success lies with all partners involved.

Table 2.2. Criteria for effective collaboration in the EU Cohesion Policy

Criteria	Meaning
1	2
Inclusiveness	<ul style="list-style-type: none"> <li>- involving all relevant stakeholders in the decision-making process (the partnership should be open to the participation of various groups, such as public authorities at different levels, economic and social partners, civil society, academic and educational institutions, etc. Special attention should be paid to involving less represented and vulnerable groups, such as small businesses, local communities, minorities, and people with disabilities).</li> <li>- equal opportunities and rights for all partners to participate in the dialogue and influence decisions. This requires active efforts to overcome barriers to participation (lack of resources, information, skills, or language barriers). Managing authorities must ensure the procedures and methods for involving partners are accessible, understandable, and non-discriminatory</li> </ul>

Table 2.2 (continued)

1	2
Transparency	<ul style="list-style-type: none"> <li>– clear and open communication about the partnership's goals, processes, and results. All partners should have timely access to relevant and understandable information regarding the preparation, implementation, monitoring, and evaluation of Cohesion Policy programs and projects.</li> <li>– transparent and traceable decision-making process. Partners should know how their input is considered and influences the final decisions. Managing authorities must provide regular feedback and justification for their choices.</li> <li>– the publicity of critical documents, meeting minutes, and reports</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>– mechanisms that allow partners to be held responsible for their contributions and commitments.</li> <li>– precise distribution of roles and responsibilities among partners and agreed rules and procedures for their fulfillment. Partners should be accountable for the quality and timeliness of their input, active participation in meetings and consultations, and adherence to jointly agreed decisions.</li> <li>– regular monitoring and evaluation of the effectiveness of the partnership. It allows for tracking progress, identifying problems, and making necessary adjustments. Managing authorities must report to partners and the public on the results and impact of implemented interventions. In turn, partners should have the opportunity to monitor and evaluate the work of <b>managing authorities</b></li> </ul>
Flexibility	<ul style="list-style-type: none"> <li>– the ability of the partnership to adapt to changing circumstances and needs.</li> <li>– openness to new ideas, approaches, and solutions. Partners should be willing to reconsider their positions and seek compromises for common goals. Managing authorities must provide space for innovation and experimentation and the possibility to adjust programs and projects based on lessons learned and feedback.</li> <li>– possibility of the partnership to mobilize additional resources and expertise in response to new needs. This may include involving new partners, reallocating budgets, or using different financing instruments. Partners should demonstrate solidarity and mutual support during crises or unforeseen events.</li> </ul>

*Enhancing stakeholder engagement.* Effective communication is a key factor for successful collaboration among stakeholders in the context of the EU Cohesion Policy. It enables the alignment of goals, exchange of information and experiences, ensures transparency and accountability, and builds trust and mutual understanding between partners. Various strategies and tools can be used to improve communication (Fig. 2.6).



Figure 2.6. Strategies for improving communication within the framework of the EU Cohesion Policy

Regular face-to-face meetings and consultations are essential for maintaining constant dialogue between partners. It could be meetings of monitoring committees, working groups, seminars, conferences, etc. Such events allow for discussions on progress, challenges, and opportunities, exchange of opinions and ideas, and joint decision-making.



These meetings must be well-organized, have a clear agenda and objectives, and provide opportunities for active participation by all partners. The frequency of meetings depends on the needs and capabilities of the partnership. Still, they should generally occur at least once a year for monitoring committees and, more frequently, for working groups.

In addition to formal meetings, it is essential to maintain informal communication between partners, such as through emails, phone calls, or personal contacts. It helps to address current issues, exchange relevant information, and maintain team spirit.

Timely and transparent information exchange is critical for effective communication. All partners should have access to key documents such as strategies, programs, implementation reports, evaluations, etc. These documents should be clear, understandable, and accessible to non-specialists.

Management bodies should regularly report to partners and the public on progress, achieved results, and challenges in the implementation of programs and projects. Reports should be public and easily accessible, for example, on websites or through newsletters.

It is also important to ensure two-way information exchange so that partners can provide feedback, comments, and suggestions. Various channels can be used for this purpose, such as online forms, surveys, focus groups, etc. Management bodies should demonstrate how they incorporate the received feedback into their work.

Digital technologies open new opportunities for improving communication and collaboration among partners. Online platforms can be used for document sharing, organizing virtual meetings, working collaboratively on

projects, and collecting data and feedback from stakeholders.

Examples of such platforms include:

- Document management systems and file-sharing services (e.g., Google Drive, Dropbox)
- Video conferencing tools (Zoom, Microsoft Teams)
- Project management platforms (Trello, Asana)
- Online survey and feedback tools (Google Forms, SurveyMonkey)
- Social media and messengers (Facebook, Twitter, Slack)

Using digital tools allows for more flexible, interactive, and inclusive communication, especially for partners who cannot regularly participate in face-to-face meetings. However, it is important to ensure that all partners have access and skills to use these tools, and that online communication complements rather than replaces personal interaction.

Overall, improving communication within the framework of the Cohesion Policy requires a combination of different strategies and tools that meet the needs and capabilities of the specific partnership. This should be a continuous process involving active participation and responsibility from all partners. Management bodies play a crucial role in creating conditions and incentives for effective communication, but its success depends on the efforts of each participant.

Engaging stakeholders is a key principle of the EU Cohesion Policy, helping to ensure that interventions meet local needs, mobilize additional resources and knowledge, and strengthen the sense of ownership and responsibility for results. Various innovative practices can be used to improve stakeholder engagement.

Participatory or community budgeting is a process that allows citizens to directly participate in decision-making regarding the allocation of part of the public budget. In the context of the cohesion policy, this can mean involving local communities in determining funding priorities for regional development projects.

The process usually includes the following stages:

- An information campaign to familiarize citizens with the principles and procedures of participatory budgeting.
- Submission of project proposals by citizens that should be funded.
- Evaluation and selection of proposals based on established criteria.
- Public discussion and voting on the selected projects.
- Inclusion of selected projects in the budget and their implementation.

Participatory budgeting has many advantages: it increases transparency and accountability in the use of public funds, strengthens trust and dialogue between authorities and citizens, and allows for better consideration of the diverse needs of local communities. However, it also requires significant efforts to mobilize and educate citizens, ensure inclusivity and representation of different groups, and align with existing planning and reporting procedures.

Co-design involves actively engaging stakeholders in the planning and development of projects. This allows for considering different perspectives, needs, and ideas, and creating solutions that have broad support and fit the real context.

Within the framework of the cohesion policy, co-design can be implemented through workshops or design

sessions that bring together different stakeholders: representatives of managing bodies, local authorities, business, civil society, academia, etc. During these events, participants jointly identify problems and goals, generate and discuss project ideas, and develop concepts and plans for their implementation.

For effective co-design, it is important to:

- Carefully identify and engage all relevant stakeholder groups.
- Ensure professional facilitation and the use of creative working methods.
- Create an open and trusting atmosphere for exchanging ideas.
- Clearly outline expectations, roles, and next steps for participants.
- Ensure that workshop results are reflected in the actual project design.

Co-design helps to avoid typical pitfalls where projects are developed "top-down" without considering local realities and needs. Instead, it leads to the creation of more innovative, context-relevant, and sustainable solutions.

Digital technologies offer new opportunities for engaging citizens and other stakeholders in monitoring and evaluating Cohesion Policy projects. Online platforms and mobile applications allow real-time data collection and feedback from end beneficiaries on the progress and results of projects.

Examples include:

- Platforms where citizens can report problems or deficiencies in project implementation (e.g., poor contractor work, delays, deviations from the plan).
- Interactive maps visualizing project progress and allowing users to leave comments and ratings.

- Online surveys and forums for collecting feedback on the quality and impact of services or infrastructure created under the projects.

- Mobile apps for collecting data on the actual use and satisfaction with new facilities or services.

These tools allow for promptly identifying and responding to issues, adapting project implementation to changing needs, and enhancing the accountability of executors to citizens. They also encourage more active public participation in monitoring the use of public resources and project outcomes.

However, using digital tools requires certain prerequisites, such as the availability of necessary technical infrastructure, digital skills, and inclusive access among target groups. It is also important to ensure the protection of users' personal data and adequate analysis and use of the collected information.

Overall, the described innovative practices demonstrate different ways to deepen stakeholder engagement in the planning, implementation, and monitoring of regional development projects. They make these processes more transparent, inclusive, and accountable to society. Effective implementation requires time, resources, and a shift in management culture, but the potential benefits for sustainable and democratic development are significant.



## **SELF-CONTROL**

1. What are partnership agreements, and how do they influence the implementation of the EU Cohesion Policy?

2. How do operational programs detail the strategic priorities of the EU Cohesion Policy?
3. How is the selection of projects carried out within operational programs?
4. What monitoring mechanisms are used to assess the effectiveness of operational programs?
5. How do partnership agreements facilitate coordination between different levels of governance?
6. What key elements of operational programs are important for their successful implementation?
7. What role do regional and local authorities play in implementing the EU Cohesion Policy?
8. How are civil society organizations involved in the planning and implementation of the EU Cohesion Policy?
9. What tools are used to assess the impact of operational programs on local development?
10. How is compliance with EU and national rules ensured in project implementation?

The instruments used to promote the EU Cohesion Policy, with a particular focus on the marketing aspects and implementation mechanisms.

Among the marketing and communication tools for the promotion of cohesion policy (Fig. 2.7), the following should be highlighted:

1. **Branding and visual identity.** The EU Cohesion Policy has a distinct visual identity, including logos, colors, and templates, which are used consistently across all communication materials. This strong branding helps increase the policy's visibility and recognition among stakeholders and the general public.

The branding and visual identity of the EU Cohesion Policy play a crucial role in increasing its visibility, recognition, and coherence across various communication materials and contexts. Here are some specific ways in which branding and visual identity are applied:

- **Logo.** The cohesion policy has its own distinctive logo, which features the European flag and the words "European Union" along with the specific fund or initiative (e.g., European Regional Development Fund, Cohesion fund). This logo is used consistently on all communication materials, including websites, publications, billboards, and promotional items, making the policy easily recognizable to stakeholders and the public.

- **Color scheme.** The cohesion policy uses a specific color palette that complements the European flag's blue and yellow. These colors are used consistently across various communication materials, creating a unified visual identity and evoking a sense of cohesion and unity.

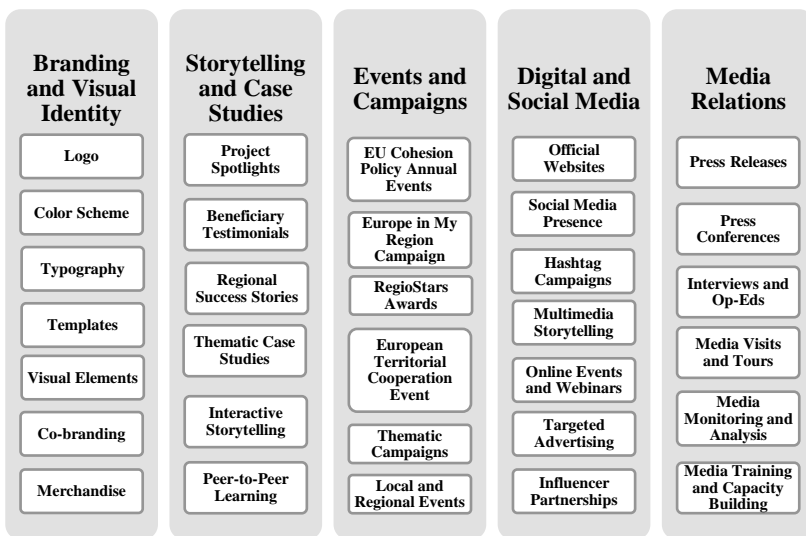


Figure 2.7. Marketing and communication tools in implementing cohesion policy

- **Typography.** Specific fonts are chosen for the cohesion policy materials to ensure readability, clarity, and consistency. The use of a consistent typography helps to create a professional and trustworthy image, while also making the information more accessible to a wide range of audiences.

- **Templates.** The European Commission provides a range of templates for different communication materials, such as presentations, posters, and banners. These templates incorporate the logo, color scheme, and typography, ensuring that the visual identity of the cohesion policy is maintained across various contexts and by different stakeholders.

- **Visual elements.** In addition to the logo and color scheme, the cohesion policy communication materials often feature visual elements such as maps, infographics,



and photographs. These elements are designed to be visually appealing, informative, and aligned with the overall branding, helping to convey key messages and data in an engaging and accessible way.

- **Co-branding.** When the cohesion policy funds are used in conjunction with other EU, national, or regional initiatives, co-branding guidelines are applied. This ensures that the cohesion policy logo and visual identity are prominently displayed alongside the other logos, reinforcing the role and contribution of the policy.

- **Merchandise.** Promotional items such as pens, notebooks, bags, and t-shirts featuring the cohesion policy logo and visual identity are distributed at events and conferences. These items serve as tangible reminders of the policy and help to increase its visibility and brand recognition among stakeholders and the public.

By consistently applying this branding and visual identity across all communication channels and materials, the EU Cohesion Policy aims to:

- Increase its visibility and recognition among stakeholders and the general public.

- Communicate its values, objectives, and achievements in a coherent and compelling way.

- Facilitate the identification and understanding of projects and initiatives supported by the policy.

- Foster a sense of unity, ownership, and pride among beneficiaries and stakeholders.

- Ensure transparency and accountability in the use of EU funds.

Effective branding and visual identity are essential for the successful communication and promotion of the EU Cohesion Policy, helping to build trust, engagement, and support for its ongoing efforts to reduce regional dis-

parities and promote sustainable and inclusive growth across the European Union.

**2. Storytelling and case studies.** The European Commission and Member States often use storytelling techniques to showcase the tangible benefits and impact of the cohesion policy on the ground. By highlighting successful projects and personal stories of beneficiaries, they can make the policy more relatable and engaging for citizens.

Storytelling and case studies are powerful tools used to showcase the tangible benefits and impact of the EU Cohesion Policy on individuals, communities, and regions. By highlighting real-life examples and personal stories, these techniques help to make the policy more relatable, engaging, and understandable for various audiences. Here are some specific ways in which storytelling and case studies are applied:

- **Project spotlights.** The European Commission and Member States often feature specific projects funded by the cohesion policy in their communication materials. These project spotlights typically include a brief description of the project, its objectives, beneficiaries, and achievements, along with photographs and quotes from stakeholders. By showcasing concrete examples of how the policy is making a difference on the ground, these spotlights help to demonstrate the value and impact of the policy.

- **Beneficiary testimonials.** Testimonials from individuals or organizations that have directly benefited from the cohesion policy are a powerful way to humanize the policy and make it more relatable. These testimonials can take the form of short videos, written quotes, or more in-depth case studies, and often focus on how the policy

has helped to improve people's lives, create new opportunities, or address specific challenges.

- **Regional success stories.** The cohesion policy communication materials often highlight success stories at the regional level, showcasing how the policy has contributed to the development and transformation of specific areas. These stories typically involve multiple projects and initiatives, and demonstrate the cumulative impact of the policy over time. By presenting a more comprehensive narrative, these regional success stories can help to build a stronger case for the effectiveness and relevance of the policy.

- **Thematic case studies.** Some storytelling and case study efforts focus on specific themes or priorities of the cohesion policy, such as innovation, sustainability, or social inclusion. By presenting a range of projects and examples related to a particular theme, these case studies can help to demonstrate the policy's contribution to broader EU objectives and showcase its ability to address complex challenges in a holistic way.

- **Interactive storytelling.** With the growing importance of digital communication, the EU Cohesion Policy is increasingly using interactive storytelling techniques to engage audiences. This can include interactive maps that allow users to explore projects and stories by region or theme, as well as multimedia features that combine text, images, videos, and infographics to create a more immersive and engaging experience.

- **Peer-to-Peer learning.** Storytelling and case studies are also used to facilitate peer-to-peer learning and exchange of good practices among stakeholders involved in the implementation of the cohesion policy. By sharing their experiences and lessons learned, project beneficiaries and managing authorities can inspire and

support each other, leading to improved performance and impact.

The effective use of storytelling and case studies in the context of the EU Cohesion Policy helps to:

- Demonstrate the concrete benefits and impact of the policy on people's lives and communities.
- Make the policy more accessible, understandable, and engaging for various audiences.
- Humanize the policy and create an emotional connection with stakeholders and the public.
- Showcase the diversity and scope of projects and initiatives supported by the policy.
- Facilitate peer-to-peer learning and exchange of good practices among stakeholders.
- Build public support and advocacy for the continued investment in and implementation of the policy.

By combining data and facts with compelling narratives and human stories, storytelling and case studies play a vital role in the effective communication and promotion of the EU Cohesion Policy, helping to bring the policy to life and demonstrate its value and relevance for citizens across the European Union.

**3. Events and campaigns.** Various events, such as conferences, workshops, and open days, are organized at the EU, national, and regional levels to raise awareness about the cohesion policy and its achievements. The "Europe in My Region" campaign, for example, encourages citizens to discover EU-funded projects in their area and share their experiences on social media.

The European Union and Member States organize a wide range of events and campaigns to promote the EU Cohesion Policy and raise awareness about its objectives, achievements, and benefits. These initiatives take place at various levels (EU, national, regional, and local) and

target different audiences, including policymakers, stakeholders, beneficiaries, media, and the general public. Here are some examples of key events and campaigns:

- **EU Cohesion Policy annual events.** Each year, the European Commission organizes high-level events to discuss the progress, challenges, and future of the Cohesion Policy. These events, such as the "European week of regions and cities" and the "Cohesion forum," bring together policymakers, experts, and stakeholders from across the EU to exchange ideas, showcase best practices, and build partnerships.

- **Europe in my region campaign:** this EU-wide campaign encourages citizens to discover and learn more about EU-funded projects in their area. The campaign includes a variety of activities, such as open days, guided tours, and information sessions, where people can visit project sites, meet the beneficiaries, and see the tangible results of the cohesion policy. Participants are also invited to share their experiences and stories on social media using the campaign hashtag.

- **RegioStars awards:** this annual competition, organized by the European Commission, recognizes and rewards innovative and inspiring cohesion policy projects across different categories, such as smart growth, sustainable development, and social inclusion. The awards ceremony is a high-profile event that showcases the best practices and achievements of the policy, and helps to raise awareness about its impact and value.

- **European territorial cooperation event:** this event celebrates the benefits of cross-border, transnational, and interregional cooperation in the context of the Cohesion Policy. It features a range of activities, such as workshops, exhibitions, and cultural events, that high-

light the importance of cooperation for addressing common challenges and promoting sustainable development.

- **Thematic campaigns.** The European Commission and Member States also organize targeted campaigns focusing on specific themes or priorities of the cohesion policy, such as research and innovation, low-carbon economy, or youth employment. These campaigns often involve a mix of events, publications, and digital activities, and aim to engage specific stakeholders and showcase the policy's contribution to these areas.

- **Local and regional events.** Managing authorities and project beneficiaries at the local and regional levels also organize various events to promote the cohesion policy and its achievements. These can include project launches, press conferences, seminars, and exhibitions, which help to raise awareness about the policy's impact and engage local communities and stakeholders.

The objectives of these events and campaigns are to:

- Raise awareness about the EU Cohesion Policy and its role in promoting sustainable and inclusive growth

- Showcase the tangible results and benefits of the policy for citizens and communities

- Engage stakeholders and the public in a dialogue about the policy's achievements and future directions

- Facilitate networking, exchange of ideas, and partnerships among stakeholders involved in the policy's implementation

- Attract media attention and generate positive coverage about the policy and its impact

- Foster a sense of ownership and pride among beneficiaries and citizens regarding EU-funded projects and initiatives

By organizing a diverse range of events and campaigns, the EU and Member States aim to make the cohesion policy more visible, understandable, and relevant for various audiences, and to build public support and engagement for its ongoing implementation and success. These initiatives play a crucial role in the overall communication and promotion strategy of the policy, complementing other tools such as branding, storytelling, and digital communication.

**4. Digital and social media.** The European Commission and Member States use websites, social media platforms, and digital tools to disseminate information about the cohesion policy and engage with stakeholders. Interactive maps, data visualizations, and online forums are used to make the policy more accessible and transparent.

Digital and social media play an increasingly important role in promoting the EU Cohesion Policy and engaging with stakeholders and the public. These channels offer cost-effective, measurable, and interactive ways to disseminate information, showcase achievements, and foster dialogue and participation. Here are some key ways in which digital and social media are used:

- **Official websites.** The European Commission and Member States maintain dedicated websites for the cohesion policy, such as the "InfoRegio" portal, which provide comprehensive information about the policy's objectives, instruments, and results. These websites feature user-friendly interfaces, interactive maps, data visualizations, and multimedia content, making it easier for users to explore and understand the policy.

- **Social media presence.** The EU institutions and national/regional authorities use various social media

platforms, such as Facebook, Twitter, Instagram, and LinkedIn, to share updates, stories, and multimedia content related to the cohesion policy. These channels allow for real-time communication, audience engagement, and targeted outreach to specific groups, such as young people, entrepreneurs, or local communities.

- **Hashtag campaigns** Specific hashtags, such as #CohesionPolicy, #EUinmyRegion, or #RegioStars, are used to promote events, campaigns, and success stories related to the cohesion policy on social media. These hashtags help to increase the visibility and reach of the content, encourage user-generated content and participation, and foster a sense of community and shared ownership around the policy.

- **Multimedia storytelling.** Digital platforms are used to present engaging and interactive storytelling about the cohesion policy and its impact. This can include videos, podcasts, photo essays, and data visualizations that bring the human stories and tangible results of the policy to life. By leveraging the power of multimedia, these stories can make the policy more accessible, relatable, and emotionally compelling for various audiences.

- **Online events and webinars.** With the growing importance of remote and digital communication, many events and capacity-building activities related to the cohesion policy are now organized online. These can include webinars, virtual conferences, and e-learning courses, which allow for greater accessibility, flexibility, and cost-effectiveness in reaching and engaging stakeholders across the EU.

- **Targeted advertising.** Digital advertising tools, such as Google Ads or social media sponsored posts, are used to reach specific audiences with tailored messages about the cohesion policy. These ads can be targeted



based on geographic location, demographics, interests, or behavior, ensuring that the right information reaches the right people at the right time.

• **Influencer partnerships:** Collaborating with local or regional influencers, such as bloggers, vloggers, or community leaders, can help to increase the reach and credibility of the cohesion policy messages. These influencers can act as ambassadors for the policy, sharing their own experiences and perspectives, and encouraging their followers to learn more and get involved.

The benefits of using digital and social media for promoting the EU Cohesion Policy include:

- Increased visibility and reach of the policy messages and achievements.
- Greater engagement and interaction with stakeholders and the public.
- More cost-effective and measurable communication compared to traditional channels.
- Ability to tailor and target messages to specific audiences and contexts.
- Fostering a sense of community, ownership, and dialogue around the policy.
- Complementing and amplifying the impact of other communication and promotion efforts.

However, the effective use of digital and social media also requires careful planning, coordination, and monitoring to ensure consistency, accuracy, and responsiveness in communication. It also involves adapting the content and tone to the specific characteristics and expectations of each platform and audience, while maintaining the overall branding and messaging of the policy.

In summary, digital and social media are essential tools in the modern communication and promotion strategy of the EU Cohesion Policy. By leveraging the power

of these channels, the EU and Member States can effectively inform, engage, and mobilize stakeholders and citizens around the policy's objectives, achievements, and future directions, ultimately contributing to its success and impact in promoting sustainable and inclusive growth across the European Union.

**5. Media relations.** Press releases, interviews, and op-eds are used to inform the media about the cohesion policy and its impact, helping to shape public opinion and generate positive coverage.

Media relations play a crucial role in promoting the EU Cohesion Policy and shaping public opinion about its objectives, achievements, and impact. By engaging with journalists and media outlets at the EU, national, regional, and local levels, policymakers and communication professionals can effectively disseminate information, showcase success stories, and foster a positive narrative around the policy. Here are some key ways in which media relations are used:

- **Press releases.** The European Commission and Member States regularly issue press releases to announce key developments, events, or achievements related to the cohesion policy. These releases provide journalists with clear, concise, and newsworthy information, often including quotes from policymakers, beneficiaries, or experts, as well as relevant data and facts. By proactively sharing these releases with media contacts and publishing them on official websites and social media, policymakers can help to set the agenda and frame the discussion around the policy.

- **Press conferences.** High-level events, such as the launch of new programs, the presentation of major reports, or the celebration of significant milestones, are often accompanied by press conferences. These events

allow policymakers to directly address journalists, provide more detailed information and context, and answer questions. Press conferences can help to generate media coverage, clarify complex issues, and demonstrate transparency and accountability in the implementation of the policy.

- **Interviews and op-eds.** Policymakers and experts involved in the cohesion policy often engage in interviews with journalists or write opinion pieces (op-eds) for media outlets. These formats allow for more in-depth and personalized communication, where individuals can share their insights, experiences, and vision for the policy. By strategically targeting different media outlets and audiences, these interviews and op-eds can help to build trust, credibility, and support for the policy among various stakeholders.

- **Media visits and Tours.** Organizing visits and tours for journalists to cohesion policy project sites and beneficiaries can be a powerful way to showcase the tangible results and human stories behind the policy. These visits provide journalists with first-hand experiences, photo and video opportunities, and interviews with local stakeholders, helping to bring the policy to life and make it more relatable and compelling for their audiences.

- **Media monitoring and analysis.** Regularly monitoring and analyzing media coverage of the cohesion policy is essential for understanding how the policy is perceived and discussed in the public sphere. This involves tracking mentions of the policy across various media outlets, assessing the tone and sentiment of the coverage, and identifying key themes, messages, and influencers. These insights can help policymakers to adapt their communication strategies, address potential mis-

perceptions or criticisms, and build on positive narratives.

- **Media training and capacity building.** Providing training and capacity-building opportunities for journalists can help to improve the quality and accuracy of media coverage of the cohesion policy. This can include workshops, seminars, or study visits where journalists can learn more about the policy's objectives, instruments, and results, as well as develop their skills in reporting on complex economic and social issues. By investing in media capacity building, policymakers can foster a more informed and engaged media ecosystem around the policy.

The benefits of effective media relations for promoting the EU Cohesion Policy include:

- Increased visibility and understanding of the policy among the general public.
- Greater credibility and trust in the policy's objectives and achievements.
- More balanced and accurate media coverage, countering potential misperceptions or criticisms.
- Mobilization of support and engagement from key stakeholders and influencers.
- Contribution to a positive narrative and public discourse around the policy and the EU as a whole.

However, effective media relations also require a proactive, strategic, and responsive approach, based on a deep understanding of the media landscape, the policy context, and the communication objectives. This involves building long-term relationships with journalists, being accessible and transparent in communication, and adapting the messages and formats to the specific needs and interests of different media outlets and audiences.

In conclusion, media relations are a vital component of the overall communication and promotion strate-

gy of the EU Cohesion Policy. By engaging with the media in a professional, transparent, and strategic manner, policymakers and communication professionals can effectively shape the public narrative, build trust and support, and ultimately contribute to the success and impact of the policy in promoting sustainable and inclusive growth across the European Union.

***Cohesion policy implementation mechanisms*** include:

1. **Partnership agreements:** Each Member State signs a Partnership agreement with the European Commission, outlining its strategic priorities and investment plans for the use of Cohesion policy funds. These agreements ensure alignment with EU objectives while allowing for flexibility to address specific national and regional needs.

2. **Operational programs:** Based on the Partnership Agreements, Member States and regions develop Operational programs that detail the specific objectives, priorities, and measures to be supported by the cohesion policy funds. These programs are implemented by managing authorities at the national or regional level.

3. **Project selection and monitoring:** Projects are selected for funding based on their contribution to the objectives of the operational programs and their compliance with EU and national rules. Regular monitoring and reporting mechanisms are in place to track the progress and performance of projects and ensure the effective use of funds.

4. **Technical assistance:** The European Commission and Member States provide technical assistance to help beneficiaries access and manage cohesion policy funds effectively. This includes guidance, training, and capacity-building measures to strengthen the adminis-

trative and institutional capacity of stakeholders involved in the implementation of the policy.

**5. Evaluation and feedback:** The impact and effectiveness of the cohesion policy are regularly evaluated through a combination of ex-ante, interim, and ex-post evaluations. These assessments help to identify strengths, weaknesses, and areas for improvement, informing future policy design and implementation.

By combining effective marketing and communication tools with robust implementation mechanisms, the EU Cohesion Policy aims to maximize its visibility, impact, and added value. The focus is on ensuring that the benefits of the policy are widely understood and appreciated by citizens, while also promoting accountability, transparency, and continuous learning and improvement in the management and delivery of the funds.



## SELF-CONTROL

1. How do branding and visual identity contribute to increasing the visibility of the EU Cohesion Policy?

2. Why is it important to use success stories and case studies in the communication strategies of the EU Cohesion Policy?

3. What are the main elements of an effective marketing strategy for the EU Cohesion Policy?

4. How do various events (conferences, workshops, open days) raise awareness about the EU Cohesion Policy?

5. What innovative practices are used to engage citizens in monitoring EU Cohesion Policy projects?

6. How can digital technologies improve interaction between stakeholders within the EU Cohesion Policy?

7. What are the benefits of using interactive maps and online platforms to track project progress?

8. Why is it important to ensure transparency and accountability in the implementation of EU Cohesion Policy projects?

9. How can collaboration between the public and private sectors enhance the effectiveness of EU Cohesion Policy projects?

10. What lessons can be learned from the best practices in implementing the EU Cohesion Policy for future projects?



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### 3. HEALTHY CONSUMER BEHAVIOR AND MOTIVATION: EU & UKRAINE

#### THEME 3.1 :

#### THE BASICS OF ENVIRONMENTAL MARKETING, HEALTHY CONSUMER MOTIVATION IN RELATION TO THE FORMATION AND IMPLEMENTATION OF EU HEALTHY CONSUMER BEHAVIOR

Understanding the fundamentals of ecological marketing is crucial for businesses aiming to integrate environmental considerations into their operations responsibly. Here are several pivotal elements:

*Consumer insight:* conducting thorough market research to gauge consumer appreciation for eco-friendly practices and identify specific ecological priorities.

*Ecological product strategy:* crafting products with minimal environmental impact by utilizing sustainable materials, minimizing emissions, and reducing waste generation.

*Sustainable packaging:* embracing biodegradable materials, minimizing plastic usage, and implementing innovative packaging solutions for reuse or recycling.

*Effective communication:* engaging with consumers transparently about the company's environmental initiatives, delivering clear and compelling messages.

*Stakeholder engagement:* collaborating with governmental bodies, non-governmental organizations, and other stakeholders to advance environmental objectives collectively.

*Corporate social responsibility:* supporting environmental conservation projects and community-based initiatives to enhance environmental sustainability and societal well-being.

These principles serve as a cornerstone for devising a robust ecological marketing strategy that aligns with the values of both the business and its stakeholders. Applying the specified principles of ecological marketing not only contributes to satisfying consumer needs but also promotes an active role for companies in preserving the environment and fostering sustainable business development. Combining effective marketing with ecological initiatives enables enterprises to make a significant contribution to achieving global sustainable development goals and improving the quality of life for people worldwide.

The principles of ecological marketing, when aligned with the objectives of sustainable development, constitute a framework aimed at harmonizing business practices with environmental conservation imperatives. These principles encapsulate a multifaceted approach towards mitigating the ecological footprint of commercial activities while fostering socio-economic progress.

**1. Environmental impact mitigation:** central to ecological marketing is the imperative of minimizing adverse environmental effects inherent in production and service provision processes. This entails a systematic re-



duction of emissions, optimization of resource utilization through the adoption of renewable energy sources, and the implementation of robust waste management strategies.

**2. Transparency and accountability:** effective ecological marketing strategies hinge upon transparent and accountable communication practices. corporations are tasked with disseminating accurate information pertaining to product composition, manufacturing methodologies, and environmental repercussions, thus engendering consumer trust and fostering informed decision-making.

**3. Advocacy for sustainable consumption patterns:** the promotion of sustainable consumption practices underscores the ethos of ecological marketing. By championing the adoption of eco-friendly goods and services, businesses facilitate the empowerment of consumers to curtail their ecological footprint, thereby bolstering the ethos of sustainable production and consumption.

**4. Holistic product lifecycle management:** a cornerstone of ecological marketing lies in the holistic management of product lifecycles. From inception to disposal, products are conceptualized, manufactured, packaged, transported, utilized, and eventually decommissioned in a manner that minimizes environmental impact, ensuring a symbiotic relationship between economic activity and ecological preservation.

**5. Stakeholder engagement and collaborative governance:** ecological marketing necessitates robust stakeholder engagement mechanisms and collaborative governance frameworks. By forging partnerships with governmental entities, civil society organizations, industry peers, and consumers, corporations can collectively pursue shared objectives of sustainable development,

thereby fostering a conducive environment for mutual learning and knowledge exchange.

**6. Innovation-driven sustainability:** innovation serves as a catalyst for sustainable development within the realm of ecological marketing. the relentless pursuit of novel technologies, products, and services geared towards diminishing environmental degradation and bolstering ecological resilience is paramount, as it fosters a culture of continual improvement and adaptability in the face of evolving environmental challenges.

Embracing these principles not only enables businesses to achieve their commercial imperatives but also empowers them to assume a proactive role in safeguarding environmental integrity and catalyzing societal advancement.

The incorporation of ecological marketing principles stands as a pivotal determinant in shaping consumer behavior towards healthier choices, owing to its role in fostering environmental consciousness and personal well-being. Through the promotion of products and services adhering to stringent ecological criteria, enterprises stimulate consumers to opt for choices conducive to both their health and the ecosystem. Specifically, goods manufactured in accordance with sustainable development tenets exhibit reduced presence of harmful agents, thereby augmenting their health-affirming attributes. Moreover, emphasis on eco-conscious packaging and allied production facets cultivates salubrious consumer habits, buttressing a lifestyle marked by vitality while advancing the cause of environmental conservation. Furthermore, the cultivation of transparent communication channels pertaining to corporate ecological endeavors empowers consumers to make judicious decisions

grounded in scientific insights regarding product impacts on health and environmental equilibrium.

Healthy consumer behavior, directed towards environmentally responsible choices, constitutes a multifaceted and intricate system shaped by an array of influential factors. Amidst these factors, several noteworthy ones emerge (Table 3.1).

The examination of the influence exerted by ecological products and services on consumer health stands as a pivotal inquiry within the realm of ecological marketing. Empirical evidence underscores that the consumption of eco-friendly goods and utilization of such services wield considerable influence over consumer health outcomes, particularly in mitigating the incidence of chronic ailments and enhancing overall well-being.

Ecological commodities typically undergo cultivation or fabrication processes devoid of harmful chemicals and toxins, including pesticides and herbicides. This *modus operandi* serves to diminish the probability of toxin exposure and associated health detriments inherent in conventional product consumption.

Furthermore, services imbued with ecological principles hold promise in fostering health enhancement. Notably, eco-conscious cleaning services often employ non-toxic agents, thereby curbing the potential adverse health impacts stemming from chemical exposure among occupants.

Moreover, the adoption of ecological products and services serves as a catalyst for environmental preservation, thereby accruing positive health dividends. By curtailing the usage of deleterious chemicals in cultivation or service delivery, the risk of soil, water, and air pollution is mitigated, correlating directly with heightened quality of life and health outcomes for the populace.

Table 3.1 – Factors shaping healthy consumer behavior from the perspective of ecological marketing

Factors shaping healthy consumer behavior from the perspective of ecological marketing	Description	Examples
1	2	3
Consumer awareness and education	Consumer awareness of the ecological aspects of their choices and their impact on health and the environment.	Awareness of the impact of choosing organic products on health and the environment.
Environmental education and informational campaigns	Implementation of educational programs and informational campaigns to raise awareness of ecological issues.	Educational programs on the benefits of using renewable energy sources.
Environmental accessibility	Ensuring the availability of ecological goods and services for consumers.	Easy access to fruits and vegetables without pesticides in ecological stores.
Pricing strategy	Utilization of pricing strategies to draw attention to healthy consumption.	Discounts on environmentally friendly products to promote healthy consumption.
Brand trust and identification	Building trust in brands known for their ecological responsibility.	Popularity of a brand known for its ecological responsibility.
Social context	Consideration of social norms and the influence of social environment on adopting ecologically healthy choices.	Spreading knowledge through social media about the impact of plastic bottles on health and the environment.

The meticulous scrutiny of the impact of ecological products and services on consumer health underscores

the imperative of advocating for health-conscious consumption patterns and nurturing environmentally sustainable practices across production and consumption domains.

The pivotal role of ecological marketing campaigns in cultivating conscientious consumption and fostering healthy behavioral patterns is underscored by their profound impact on consumer awareness regarding the significance of eco-conscious choices and environmental stewardship. These campaigns transcend mere product promotion; they serve as educational platforms, enlightening consumers about the repercussions of their decisions on personal well-being, environmental sustainability, and the broader ecosystem.

At the core of ecological marketing initiatives lies their educational mandate. By disseminating knowledge about the ecological attributes of goods and services, they empower consumers to make informed choices, aligning their preferences with health-conscious and environmentally sustainable options.

Utilizing a diverse array of communication channels, ranging from social media platforms to traditional media outlets, ecological marketing campaigns amplify their message and engage consumers on a deeper level. This multifaceted approach enables them to effectively instill eco-awareness and promote conscious consumerism.

Moreover, ecological marketing endeavors draw inspiration from success stories and positive examples, leveraging these narratives to catalyze behavioral shifts among consumers. By showcasing the tangible benefits of eco-friendly choices, they inspire individuals to embrace a lifestyle that prioritizes health and environmental responsibility.

In essence, ecological marketing campaigns play an instrumental role in nurturing informed decision-making, catalyzing positive behavioral change, and fostering a culture of sustainability and well-being.

Several key functions of ecological marketing in shaping healthy consumer behavior can be highlighted, including the following:

1. *Educational empowerment*: ecological marketing functions as a potent educational force, empowering consumers with a deep understanding of the ecological dimensions of their consumption choices. Through innovative educational techniques and informative campaigns, it cultivates a profound sense of awareness and responsibility among consumers towards health-conscious and environmentally sustainable practices.

2. *Interactive engagement*: at its core, ecological marketing thrives on interactive engagement, fostering dynamic dialogues between consumers and stakeholders. By leveraging cutting-edge communication strategies and immersive experiences, it ignites a vibrant exchange of ideas and insights, inspiring collective action towards healthier lifestyles and greener living.

3. *Behavioral catalyst*: ecological marketing acts as a catalyst for behavioral transformation, tapping into the intricate psychology of consumer decision-making. Through persuasive messaging and targeted interventions, it nudges individuals towards adopting habits that promote personal well-being and ecological harmony, thus catalyzing a positive ripple effect across communities.

4. *Ecosystem integration*: a hallmark of ecological marketing lies in its ability to seamlessly integrate diverse stakeholders into a cohesive ecosystem of sustainability. By fostering collaborations between businesses,

policymakers, activists, and communities, it nurtures a synergistic environment where collective efforts converge to drive impactful change on both local and global scales.

5. *Market reshaping*: beyond mere promotion, ecological marketing reshapes the very contours of the market landscape, infusing it with a renewed emphasis on health-centric and eco-conscious offerings. Through strategic positioning and market incentives, it cultivates a demand-driven economy where ethical consumption emerges as the norm rather than the exception.

6. *Continuous evaluation*: rooted in a culture of continuous improvement, ecological marketing adopts rigorous monitoring and evaluation mechanisms to gauge its efficacy and adaptability. By embracing data-driven insights and feedback loops, it evolves in tandem with shifting consumer preferences and emerging environmental challenges, ensuring its relevance and impact in an ever-evolving world.

These distinct facets underscore the multifaceted nature of ecological marketing, underscoring its pivotal role in shaping a more enlightened and sustainable future for generations to come.

Ecological marketing plays a pivotal role in shaping consumer behavior towards health-conscious choices, recognizing the significance of ecological considerations in today's consumer landscape. Its multifaceted functions encompass an educational dimension aimed at enhancing consumer awareness regarding the ecological footprint of products and services. Moreover, ecological marketing leverages interactive communication platforms to actively engage consumers and foster their participation in adopting healthier consumption patterns. The efficacy of its impact is underscored by targeted strategies and psychological nudges designed to instigate positive shifts in

consumer behavior. Consequently, there is a surge in demand for sustainable and health-oriented products and services, accompanied by heightened levels of consumer consciousness and accountability. In essence, ecological marketing serves as a cornerstone in promoting eco-conscious consumption and contributes to forging a healthier and more sustainable societal framework.



## SELF-CONTROL

1. What are the basics of environmental marketing?
2. What is the impact of environmental marketing on consumers and their purchases?
3. What is the role of consumer motivation in shaping a healthy lifestyle?
4. What strategies and methods are used for promoting a healthy lifestyle through marketing?
5. What EU initiatives and programs aim to enhance consumer motivation for healthy living?
6. How effective are marketing initiatives in raising awareness of healthy living?
7. What is the relationship between environmental marketing and changes in consumer behavior?
8. How can healthy lifestyle principles be integrated into marketing strategies and campaigns?
9. How does environmental marketing influence the shaping of healthy lifestyles at different levels?
10. What are the prospects for implementing EU practices by Ukrainian enterprises and non-profit organizations?



## THEME 3.2 :

# THE MODERN EU TOOLS FOR THE IM- PLEMENTATION OF THE MARKETING COM- PLEX FOR TERRITO- RIES AND REGIONS ON THE BASIS OF HEALTHY CONSUMPTION AT DIF- FERENT LEVELS

Contemporary society grapples with a plethora of health and consumption-related challenges, necessitating innovative and comprehensive approaches for effective resolution. The adoption of modern tools and strategies aimed at advocating for healthy consumption within territories and regions emerges as imperative for ensuring the holistic well-being of populations and fostering resilient, health-conscious communities. The European Union stands at the forefront of this endeavor, furnishing an array of diverse instruments and resources to facilitate the implementation of marketing complexes tailored towards bolstering healthy consumption across varying tiers - from grassroots to regional levels. Within this context, it becomes imperative to delve into and scrutinize the contemporary methodologies and tools furnished by the EU, alongside assessing their potential for enhancing the quality of life and citizen health.

The focal points for discussion under the theme "Contemporary EU Tools for Implementing Marketing Complexes for Territories and Regions, Emphasizing Healthy Consumption at Various Levels," encompass:

- 1. Public health management strategies:** crafting and executing marketing complex strategies to dis-

seminate awareness regarding healthy consumption practices and disease mitigation across diverse hierarchical strata.

**2. Regional development via marketing analytics:** leveraging marketing analytics instruments to dissect consumer demands and trends within regional and territorial contexts, thereby tailoring healthy consumption strategies to suit localized exigencies.

**3. Engagement with public relations and media:** cultivating collaborative alliances with public relations entities and media outlets to propagate the ethos of healthy consumption through educational campaigns and grassroots involvement.

**4. Catalyzing innovation in healthy consumption:** providing financial backing and operational support to pioneering ventures and startups dedicated to innovating novel products and services conducive to healthy consumption, spanning multiple tiers of societal engagement.

**5. Normative frameworks and product standardization:** formulating and implementing regulatory frameworks and standardized protocols to uphold the integrity and safety of goods and services fostering healthy consumption practices, spanning a spectrum of administrative levels.

**6. Facilitating infrastructure for healthy lifestyles:** investing in the augmentation of infrastructure aimed at fostering healthy lifestyles, encompassing the development of fitness facilities, green spaces, cycle lanes, and ancillary amenities.

These articulated facets epitomize the multifaceted toolkit at the disposal of the European Union to champion healthy consumption paradigms across territorial and

regional landscapes. It can be represented graphically as follows (Figure 3.1).



Figure 3.1. The place and role of healthy consumption strategies: an integrated approach

The illustration depicts the pivotal aspects and interrelations between public health management strategies and the promotion of healthy consumption. This visualization is intended to enhance understanding of how contemporary marketing approaches can impact consumer health levels and foster the development of regional communities. For a better understanding of the interrelationships of the blocks shown in the image, it is necessary to reveal each of these points in more detail.

***Regional development via marketing analytics.***

In the context of exploring strategies for promoting healthy consumption within the European Union, there exists a diverse array of **marketing analytics tools** at one's disposal. These encompass:

- *Consumer behavior and preference research*: delving into market dynamics to discern emerging consumer preferences, demands for health-oriented goods and services, and delineating target demographics.
- *Social media intelligence*: harnessing the power of social media platforms to scrutinize consumer sentiments and opinions regarding health-centric products and brands.
- *Campaign performance assessment*: rigorously evaluating the efficacy of advertising endeavors aimed at championing healthy consumption, encompassing metrics such as conversion rates and return on investment.
- *Website and e-commerce insights*: analyzing user engagement metrics on online platforms, including search patterns, page interactions, and purchase behaviors, to glean actionable insights.
- *Advanced data analytics*: leveraging cutting-edge analytics methodologies to extract actionable insights from vast datasets, uncovering intricate patterns and trends in consumer behavior.

These sophisticated analytical tools empower businesses and organizations across the EU to gain profound insights into consumer behavior and craft nuanced strategies for fostering healthy consumption.

***Engagement with Public Relations and Media.*** Collaboration with the public and media stands as a cornerstone in the edifice of strategies aimed at fostering healthy consumption habits across diverse societal tiers. This symbiotic relationship entails the cultivation of alliances with public figures and media representatives to

champion and bolster endeavors promoting wholesome living.

At its core, the objective of engaging with the public and media is to engender a favorable perception and disseminate knowledge regarding the significance of adopting healthy consumption patterns among the populace at large. This noble pursuit finds expression through the orchestration of enlightening campaigns, the crafting of informative materials, and the orchestration of events designed to furnish consumers with the requisite understanding and competencies for embracing a health-conscious lifestyle.

Among the pivotal instruments wielded in this collaborative venture are educational campaigns, meticulously fashioned in concert with public and media stakeholders. These campaigns serve as conduits for heightening awareness within communities regarding the salience of adopting healthy consumption practices, nurturing wholesome lifestyles, and preempting the entrenchment of deleterious habits and dietary proclivities.

Furthermore, a vital dimension of collaborative efforts with the public and media entails enlisting the active involvement of local communities in initiatives geared towards championing healthy consumption norms. This could encompass a spectrum of initiatives spanning from orchestrating public gatherings, exhibitions, and workshops to cultivating a culture of health and wellness within grassroots communities.

Collaborating with the public and media to advocate for healthier behaviors within communities can be facilitated through a diverse array of channels and methods. Here are several avenues through which such partnerships can be fostered:

• ***Press releases and informational outreach:*** disseminating press releases, factual briefs, and informative materials to journalists and media outlets can effectively communicate messages related to healthy living practices, encouraging their integration into news coverage and editorial content.

• ***Media engagements and interviews:*** coordinating appearances by organizational representatives on talk shows, radio programs, and television segments, as well as facilitating interviews with media personnel, serves as a means to amplify messaging about the importance of adopting healthy lifestyles.

• ***Sponsorship and advertising collaborations:*** forming partnerships through sponsorship agreements or advertising arrangements with media entities enables the promotion of initiatives promoting healthy living through targeted advertisements and sponsored content.

• ***Utilization of social media platforms:*** leveraging social media channels offers opportunities to disseminate educational content on healthy living practices, launch awareness campaigns, engage with diverse audiences, and cultivate virtual communities centered around well-being.

• ***Web-based resources and blogging:*** curating informative resources, articles, and practical tips on organizational websites, blogs, and online forums dedicated to health and wellness provides accessible knowledge and guidance to individuals seeking to adopt healthier lifestyles.

• ***Contributions to print and online publications:*** collaborating with print magazines, newspapers, online news outlets, and influential bloggers to publish articles, features, and interviews on topics related to

healthy living fosters broader public awareness and engagement.

By harnessing these channels and strategies, organizations can effectively engage with the public and media to promote the adoption of healthier behaviors, ultimately contributing to improved well-being within communities.

In summation, collaboration with the public and media emerges as an indispensable catalyst in advancing the cause of healthy consumption across multifarious societal strata, fostering public engagement, facilitating access to information, and cultivating affirmative perceptions pertaining to healthy living.

### ***Normative frameworks and product standardization.***

Regulation and standardization of products and services in the context of modern EU tools for implementing a marketing complex for territories and regions based on healthy consumption at different levels is an essential element of healthy consumption strategies. These measures aim to ensure the quality and safety of products and services, promote healthy lifestyles, and support public health.

Within the European Union, various regulatory acts and mechanisms regulate the quality of goods and services. For instance, the European Commission establishes safety and quality standards by adopting directives and regulatory provisions. These regulatory documents set requirements for the content of harmful substances in products, labeling requirements, and quality control procedures.

Additionally, standardization plays a crucial role in ensuring the quality of products and services. Creating a unified system of standards facilitates production, reduc-

es the risks of producing unreliable or harmful products, and promotes international trade. In this context, the EU actively contributes to the development and implementation of quality and safety standards, particularly concerning healthy consumption, such as food safety and drinking water quality standards.

Overall, regulation and standardization of products and services in the European Union play a significant role in ensuring the quality and safety of consumer goods, promoting healthy consumption, and contributing to the improvement of public health.

Here are the five key provisions of the EU regarding the standardization of products and services:

1. **Standard harmonization:** the EU actively works towards harmonizing standards across various sectors, including food products, medical devices, energy efficiency, and others. This aims to unify requirements for products and services in the EU's internal market, ensuring safety and quality.

2. **Quality standardization:** the EU sets quality standards for various industrial sectors and services. These standards define the quality requirements for products, including parameters such as appearance, functionality, and safety.

3. **Innovation and technological development:** the European Union supports the development of new technologies and innovations across different sectors, enabling the creation of new quality and safety standards for modern products and services.

4. **Consumer protection:** the EU establishes standards that ensure a high level of consumer protection against harmful or dangerous products and services. This includes requirements for product labeling, informational campaigns, and quality control mechanisms.



5. International cooperation: the EU collaborates with other countries and international organizations in standardization to develop international standards and mutual recognition of standards, facilitating the simplification and increase of international trade volumes.

Specific examples of EU provisions regulating the above-mentioned items:

Directive 2001/95/EC on general product safety: this directive aims to ensure a high level of safety for products provided on the EU market. It applies to a wide range of goods, including household products, toys, electrical equipment, chemical products, automobiles, etc. The directive establishes requirements for risk assessment procedures, conformity assessment, and provision of safety information for products. It also imposes obligations on manufacturers and distributors to report product hazards and take measures to remove them from the market (Directive 2001/95/EC of the European Parliament and of the Council, 2001).

Regulation (EU) No 1169/2011 on the provision of food information to consumers: This regulation concerns providing information about food products to consumers. It sets rules for food labeling, including ingredient listing, nutritional content, allergen information, expiration dates, manufacturer details, and distributor information. The regulation also requires providing information about the nutritional value and food properties of products (Regulation (EU) No 1169/2011 of the European Parliament and of the Council, 2011).

Directive 2014/40/EU on the approximation of the laws, regulations, and administrative provisions of the Member States concerning the manufacture, presentation, and sale of tobacco and related products: This directive contains a set of rules for regulating the produc-

tion, presentation, and sale of tobacco products and related items on the EU internal market. It establishes requirements for packaging and labeling of tobacco products, advertising, product placement, and management with the aim of reducing tobacco consumption and protecting public health (Directive 2014/40/EU of the European Parliament and of the Council, 2014).

Directive 2005/29/EC concerning unfair business-to-consumer commercial practices in the internal market: This directive establishes rules regarding unfair commercial practices applied to consumers on the EU internal market. It contains prohibitions on practices that deceive consumers or are aggressive, as well as requirements for providing truthful information about products and services (Directive 2005/29/EC of the European Parliament and of the Council, 2005).

Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (GDPR): This regulation sets rules for the processing of personal data of individuals residing in the EU. It includes requirements for protecting the confidentiality and security of personal data, as well as individuals' rights to access, correct, and delete their personal data (Regulation (EU) 2016/679 of the European Parliament and of the Council, 2016).

Ukraine can benefit from the EU's experience in regulating products and services by employing several strategies: Studying EU Legislation (Ukraine can study the existing directives and regulations of the EU related to product and service standardization, as well as their implementation and enforcement in European countries); Adapting National Legislation (National authorities can adapt or harmonize their internal legislation with exist-

ing EU standards and norms to improve the quality of production and services in the domestic market); Establishing Partnerships with the EU (Ukraine can establish partnerships with the EU for exchanging experiences and expertise in product and service standardization and regulation). Enhancing Product Quality (Implementing standards that comply with European ones can contribute to improving the quality of Ukrainian products and services, thereby strengthening competitiveness in the international market); Supporting Export (Compliance of Ukrainian products and services with European standards can help expand opportunities for export to European markets and enhance the perception of Ukrainian production in foreign countries). These strategies can help Ukraine effectively utilize the EU's experience to enhance regulation in its own country.

***Catalyzing Innovation in healthy consumption.***

Stimulation of innovation in the field of healthy consumption within the context of EU's contemporary tools for implementing marketing complexes for territories and regions emphasizes healthy consumption at various levels encompasses several key aspects:

Supporting research and development initiatives: the EU actively encourages and financially supports groundbreaking research and development projects aimed at fostering innovation in the realm of healthy consumption. This entails allocating funds and resources to propel advancements in technology, scientific discoveries, and novel methodologies geared towards enhancing the quality and accessibility of health-conscious products and services.

Facilitating innovative product and service approaches: the EU serves as a catalyst for pioneering ap-

proaches to the production, marketing, and distribution of health-centric goods and services. By championing inventive techniques, such as novel ingredients, sustainable packaging solutions, and eco-friendly production methods, the EU endeavors to elevate standards and cultivate a culture of innovation within the realm of healthy consumption.

Incentivizing growth in the healthy consumption sector: in recognition of the paramount importance of promoting health and well-being, the EU offers a range of incentives to incentivize growth and innovation in the healthy consumption industry. This may encompass a spectrum of measures, including tax incentives, subsidies, grants, and financial support mechanisms tailored to foster innovation, drive entrepreneurship, and stimulate market growth in this vital sector.

Fostering collaborative partnerships and networks: collaboration lies at the heart of EU's strategy for advancing innovation in healthy consumption. By fostering collaborative partnerships and networks spanning diverse sectors, stakeholders, and geographical regions, the EU endeavors to catalyze knowledge exchange, resource sharing, and synergistic efforts aimed at driving collective progress towards healthier lifestyles and sustainable consumption patterns.

Regulatory oversight and standardization: upholding rigorous regulatory standards and ensuring compliance with stringent quality benchmarks are central to the EU's efforts to safeguard consumer health and well-being. Through robust regulatory frameworks and standardized protocols, the EU endeavors to uphold the integrity, safety, and efficacy of health-oriented products and services, thereby instilling confidence and trust

among consumers while fostering an environment conducive to innovation and growth.

One example of funding research and development in the field of healthy consumption in the EU could be the "Horizon 2020" program. This program is the world's largest initiative for funding scientific research and innovation, introduced by the European Union. One of its key objectives is to provide innovative solutions to address global challenges, including health and consumer behavior issues. Horizon 2020 is a breath of fresh air for the scientific and innovation community of the European Union, brimming with inspiration and opportunities. Flowing in its main stream are ideas of the present and the future, channeling funds on a competitive basis for the development of inventions and their practical implementation, including in the fields of entrepreneurship and industry. The budget of the HORIZON 2020 program amounts to 80 billion euros, opening up boundless opportunities for realizing scientific dreams and innovative discoveries.

However, as every sunset gives way to a sunrise, so does Horizon 2020 give way to a new program called "Horizon Europe," designed for the years 2021-2027. This new stream of scientific possibilities is not just a continuation of its predecessor, but a revolution in the scientific space. The European Commission has already developed and approved the plan of the "Horizon Europe" program, which envisages a sharp increase in investments in science, including by 50% compared to the previous period. This increase opens up new prospects for scientific research and the development of innovative solutions, the realization of which promises a wealth of new knowledge and technological discoveries.

On the path to these ambitious goals, the well-funded "Horizon Europe" has a budget of 94.1 billion euros as of April 2019. This significant increase compared to the previous period reflects not only a growing interest in scientific research but also the EU's readiness to take a step forward into a bright future of science and innovation (Horizon 2020, 2024). Fostering Innovative Product and Service Approaches within the EU entails a comprehensive strategy aimed at nurturing creativity, advancing research, and promoting development across diverse sectors. This initiative is fundamentally geared towards encouraging the emergence and integration of inventive products and services that effectively address contemporary societal challenges, enhance competitiveness, and fuel sustainable economic expansion.

At its nucleus, this endeavor involves the provision of financial backing and incentives to propel research and development endeavors. Through flagship funding initiatives such as Horizon 2020 and its successor Horizon Europe, the EU allocates substantial resources to bolster innovative ventures and endeavors. Such financial backing empowers enterprises, research institutions, and other stakeholders to collaborate on pioneering solutions, undertake groundbreaking research endeavors, and introduce novel products and services to the market.

In addition to financial support, the EU plays a pivotal role in fostering collaboration and knowledge dissemination among stakeholders. Through a myriad of networking events, strategic partnerships, and knowledge-sharing platforms, the EU cultivates avenues for researchers, businesses, and policymakers to collaborate, exchange best practices, and glean insights from one another's experiences. This collaborative ethos not only expedites the pace of innovation but also ensures

that inventive solutions are meticulously tailored to meet the needs of end-users and society at large. Furthermore, the EU champions innovation-centric regulatory frameworks and standards to foster an environment conducive to the development and adoption of new products and services. By harmonizing regulations, dismantling barriers to entry, and incentivizing innovation-friendly policies, the EU endeavors to inspire businesses to invest in research and development endeavors and introduce pioneering products and services to the market.

In essence, fostering innovative product and service approaches within the EU demands a concerted effort involving policymakers, businesses, researchers, and various other stakeholders. By delivering financial backing, nurturing collaboration, and advocating for innovation-friendly policies, the EU endeavors to propel continuous innovation and cultivate a vibrant ecosystem for the evolution and integration of innovative products and services. Upon closer examination of stimulating growth in the healthy consumption sector for territories and regions within the EU at different organizational levels, it is worth noting that it encompasses various measures and programs aimed at supporting healthy consumer habits and stimulating demand for healthy products and services. Some of these measures include next points (Table 3.2). This table provides an overview of measures that the EU and various regional bodies can implement to stimulate healthy consumption across different parts of Europe. Each measure is listed with a brief description and examples of how it can be implemented.

This table allows for comparison of different approaches and identifies specific measures used to promote healthy lifestyles at various levels of the EU organizational structure.

Table 3.2. Measures for stimulation healthy consumption across EU regions

Measure name	Description	Examples of implementation in EU	How it could be applied in Ukraine
Public health awareness campaigns	Initiatives aimed at raising awareness about healthy consumption habits and promoting healthier lifestyles	The regional government of Catalonia in Spain is launching an educational campaign "Healthy Eating for the Future"	Launching nationwide campaigns to encourage increased fruit and vegetable intake
Regional infrastructure development	Investments in infrastructure to support healthy living, such as parks, recreational areas, and bike lanes	The Dutch government provides subsidies and financial incentives to small local farms that grow organic products	Constructing walking paths and recreational facilities in both urban and rural areas
Community engagement partnerships	Collaborative efforts with local communities to foster healthy eating habits and physical activity	The city of Copenhagen in Denmark is investing in bike lanes, pedestrian zones and the development of parks and sports grounds	Organizing community gardening initiatives and fitness classes in neighborhood centers
School-Based health education programs	Educational programs within schools focusing on nutrition, physical activity, and overall health	The municipality of Malmo in Sweden supports the initiative of local residents to implement an organic product exchange system	Implementing nutrition education curriculum and promoting active recess activities
Regulatory policies and quality standards	Development and implementation of regulations and standards to ensure the quality and safety of products	A local healthy lifestyle organization in Rome, Italy works with local media to spread the word about the importance of healthy eating and physical activity	Introducing sugar taxes and regulating food labeling to inform consumers.

***Facilitating infrastructure for healthy lifestyles.*** The advancement of infrastructure for fostering



healthy consumption within the European Union (EU) represents a pivotal domain in policy discourse aimed at safeguarding public health and enhancing citizen well-being. This infrastructure encompasses a diverse array of initiatives and frameworks designed to cultivate healthy lifestyles and consumption patterns, spanning from initiatives promoting physical activity and balanced nutrition to ensuring access to essential healthcare services. At its core, the development of infrastructure for healthy consumption entails the establishment and maintenance of facilities dedicated to sports and recreation. These facilities encompass a spectrum of amenities, including public parks, sports grounds, cycling routes, and recreational spaces, strategically positioned to encourage regular physical activity and facilitate the adoption of healthier lifestyle choices among EU residents.

Moreover, a fundamental facet of this infrastructure revolves around fostering an environment conducive to healthy dietary practices. This involves initiatives aimed at bolstering the availability and accessibility of fresh and nutritious food options, thereby supporting the cultivation of balanced diets among the populace. Such endeavors entail the expansion of retail networks encompassing supermarkets and markets offering a diverse array of wholesome produce, alongside initiatives supporting sustainable agriculture and the production of organic goods. Furthermore, educational campaigns disseminating evidence-based information regarding the nutritional benefits of wholesome eating patterns play a pivotal role in shaping consumer behavior and fostering informed dietary choices.

Complementing these efforts is the imperative to fortify the healthcare infrastructure, ensuring widespread access to comprehensive medical services and

consultations. This encompasses the establishment of a robust network of healthcare institutions, clinics, and medical practitioners, strategically distributed across EU member states to cater to the diverse healthcare needs of the population. By facilitating access to preventive healthcare services, early intervention, and treatment modalities, this component of the infrastructure serves to mitigate the prevalence of lifestyle-related ailments and promote overall well-being.

In essence, the development of infrastructure for healthy consumption in the EU epitomizes a multifaceted endeavor aimed at nurturing environments conducive to wholesome lifestyles, optimizing public health outcomes, and mitigating the burden of chronic diseases attributable to lifestyle factors. Through targeted policy interventions and collaborative efforts spanning various sectors, the EU endeavors to foster an ecosystem wherein individuals can thrive and achieve optimal health and vitality.

The development of infrastructure for healthy living in the European Union is one of the key strategies to promote health and well-being among the population. This process encompasses a wide range of measures and programs aimed at raising awareness, improving accessibility, and stimulating demand for healthy products and services. Let's consider ten key aspects of how the development of infrastructure for healthy living influences consumer behavior in the EU:

1. Increasing physical activity: Enhanced accessibility to sports grounds, parks, bike lanes, and other recreational facilities contributes to increased physical activity among the population. People become more inclined to lead an active lifestyle and incorporate regular physical activity into their daily routine.

2. Improving dietary habits: with the development of infrastructure for healthy eating, such as the availability of fresh produce in stores and markets, more people become mindful of their diet. They pay attention to the quality and composition of food products, striving to include more vegetables, fruits, and natural foods in their diet.

3. Raising health awareness: measures aimed at creating a healthy environment and promoting a healthy lifestyle contribute to raising public awareness of the importance of a healthy lifestyle. People become more interested in healthy eating, physical activity, and other aspects of a healthy life.

4. Reducing illness: thanks to the promotion of infrastructure for a healthy lifestyle, the risk of chronic diseases related to improper nutrition and insufficient physical activity decreases. People become less prone to obesity, cardiovascular diseases, and other health problems.

5. Enhancing quality of life: the overall impact of stimulating infrastructure for a healthy lifestyle lies in improving the quality of life of the population. Healthy and happy citizens have more energy, better mood, and the ability to achieve greater success in various aspects of life.

6. Raising health education levels: through programs and initiatives in infrastructure for a healthy lifestyle, the population receives more information and knowledge about healthy eating, physical activity, and overall well-being.

7. Development of innovative technologies in healthcare: stimulating infrastructure development fosters innovation in medical technology and healthcare, making medical services more effective and accessible.

8. Enhancing competitiveness of the healthy lifestyle sector: infrastructure development contributes to increasing the competitiveness of the healthy eating, sports, fitness, and other related sectors, stimulating economic development in regions.

9. Formation of a healthy cultural environment: creating favorable conditions for a healthy lifestyle promotes the formation of a healthy cultural environment, where a healthy lifestyle becomes the norm. People feel supported and increase their motivation for healthy living by interacting with others and participating in various cultural events aimed at promoting health and physical activity.

10. Increasing accessibility to medical services: the development of infrastructure for a healthy lifestyle also means improving access to medical services and facilities. People become more inclined to seek medical assistance, allowing for timely detection and treatment of various diseases.

The development of infrastructure for healthy living in the EU plays a significant role in shaping healthy behaviors and improving the quality of life for the population. A wide range of measures and programs contribute to raising awareness, stimulating demand for healthy products and services, integrating healthy living into the cultural environment, and enhancing overall societal well-being.

There are several marketing points that can be used to influence consumer behavior and achieve the results described above:

- Incentivizing mechanisms: instituting motivational schemes to encourage the embracement of healthful practices, encompassing concessions on nutritious consumables or physical wellness services, loyalty programs,

accolades, and incentives for attaining predetermined health-related milestones.

- Information dissemination initiatives: implementing educational endeavors and propagating knowledge regarding the merits of embracing a health-conscious lifestyle. Such endeavors encompass promotional endeavors, interactive forums, academic discourses, workshops, and symposiums.

- Cultivating an enabling milieu: cultivating an environment conducive to the adoption of healthful living by ensuring the accessibility and ease of access to resources that support such endeavors. This encompasses the development of green spaces, cycling lanes, sporting amenities, and the establishment of infrastructures that facilitate the procurement of healthful dietary options.

- Social norm intervention: leveraging social influence dynamics and normative cues to endorse and propagate health-conscious behaviors. Individuals are predisposed to emulate behaviors that are normative within their social spheres, underscoring the importance of peer endorsement and communal reinforcement in fostering healthful lifestyles.

- Curating collective engagements: organizing communal activities centered around physical pursuits, culinary craftsmanship, and communal gatherings to engender a culture of health consciousness. Such endeavors serve to engender social cohesion and communal solidarity, thereby fostering an environment conducive to the adoption of health-conscious practices.

- Personalized approaches: employing individualized recommendations and bespoke programs tailored to the unique needs and preferences of each individual consumer. These initiatives encompass personalized dietary

plans, tailored fitness regimens, and customized tracking applications, among other personalized interventions.

- Consumer support: offering guidance and counsel from seasoned professionals specializing in nutrition, physical fitness, and holistic well-being. This assistance may be dispensed through personalized consultations, group workshops, virtual seminars, or interactive dialogues with experts.

- Utilization of technology: harnessing the power of cutting-edge technologies to develop and deploy mobile applications, web-based platforms, and digital resources geared towards monitoring, motivating, and educating consumers about the principles of healthy living.

- Partnership with local communities: forging collaborative alliances with local governing bodies, non-governmental organizations, and grassroots initiatives to orchestrate joint endeavors, public outreach campaigns, and community-centric programs aimed at fostering healthier lifestyles.

- Creating healthy work environments: instituting comprehensive initiatives and workplace programs within office settings to cultivate a culture of well-being and vitality among employees. These efforts encompass allotting time for physical exertion, provisioning nutritious snacks and beverages, facilitating yoga and mindfulness sessions, and promoting mental health initiatives.

The integration of EU exemplars of health policies into Ukraine's framework holds substantial promise for enhancing the well-being of its populace and fostering national advancement. Primarily, it affords the opportunity to assimilate leading-edge practices and benchmarks in healthcare, nutrition, and physical fitness, thus fostering an amelioration in the overall quality of life among citizens.

By embracing EU initiatives, Ukraine stands to benefit from a wealth of research insights and adaptive experiences in the promotion of healthy lifestyles. This entails leveraging research outcomes cultivated within the EU to formulate and execute efficacious national-level programs and strategies tailored to local contexts.

Furthermore, the enactment of health-promoting policies within Ukraine is imperative for both public health and economic prosperity. Ensuring equitable access to high-quality healthcare, fostering balanced nutritional practices, and facilitating avenues for physical activity not only mitigate disease burden but also augment productivity and elevate the standard of living for individuals.

Hence, the emulation of EU-derived health policies within Ukraine is a pivotal stride toward fostering sustainable development and fortifying societal welfare.

Speaking about the healthy behavior of consumers, it is impossible to ignore the current situation in Ukraine, related to military actions. First of all, currently the main goal of using EU practices and experience in the formation of healthy behavior is to preserve the physical and mental health of the population (Kuiper, 2023).

The humanitarian toll and the intense conflict have left Ukraine's healthcare system in shambles, with far-reaching implications. To address the future challenges facing Ukraine, the European Union (EU) must move beyond the immediate aftermath of the war and focus on long-term recovery efforts. This entails prioritizing investments to support consumer behavior system rehabilitation and modernization, catering to the specific needs of veterans and civilians, devising a comprehensive strategy for expanding rehabilitation and mental health

services, and facilitating Ukraine's integration into EU agencies.



## SELF-CONTROL

1. How can the EU marketing complex for territories and regions be understood?
2. What is the role of healthy consumption in regional development strategies?
3. What EU tools and frameworks are used for promoting healthy consumption at regional levels?
4. How effective are EU marketing strategies in promoting healthy consumption in different territories?
5. How can digital marketing tools be integrated to promote healthy consumption?
6. What do case studies reveal about the successful implementation of EU marketing tools for healthy consumption?
7. What challenges and barriers exist in implementing EU marketing strategies for healthy consumption at regional levels?
8. What innovative approaches are used in EU marketing campaigns for healthy consumption?
9. What role do partnerships and collaborations play in implementing EU marketing strategies for healthy consumption?
10. What potential future developments and trends exist in EU marketing tools for promoting healthy consumption in regions and territories?



**THEME 3.3 :**

**THE ACQUISITION OF  
EU PRACTICE IN THE  
APPLICATION OF MAR-  
KETING METHODS AND  
TECHNIQUES IN THE  
UKRAINIAN MARKET  
TO INCREASE CON-  
SUMER MOTIVATION  
FOR A HEALTHY LIFE-  
STYLE**

The adoption of EU practices in applying marketing methods and techniques in the Ukrainian market to enhance consumer motivation towards a healthy lifestyle can be pivotal. Especially critical to consider, as a high level of awareness of healthy living is key to further improving the nation's health indicators.

Research in consumer psychology and marketing indicates that effective influencing of consumer behavior in the realm of healthy living can be achieved through informational campaigns, advertising efforts, and collaboration with local communities.

Particularly, focusing on creating a conducive environment for a healthy lifestyle, including the establishment of sports and recreational areas, support for the availability of healthy food, and active engagement with civil society, is crucial.

Moreover, the utilization of technologies such as mobile applications and online platforms for monitoring and motivating consumers can provide individualized approaches and support in their pursuit of a healthy lifestyle.

Implementing these scientifically grounded approaches in marketing can not only elevate the level of awareness and motivation of consumers towards a healthy lifestyle in Ukraine but also contribute to improving the overall health status of the nation in the long run.

The acquisition of EU practices in applying marketing methods and techniques in the Ukrainian market to enhance consumer motivation towards a healthy lifestyle can be implemented at various levels of government administration. Here are several of them:

1. National level: the Ukrainian government can facilitate the adoption of European marketing practices by developing and adopting strategies and legislation that promote awareness of a healthy lifestyle among the population.

2. Regional level: regional authorities, such as regional administrations and local governments, can develop and implement local programs and initiatives to support a healthy lifestyle using marketing methods.

3. Public health sector: The Ministry of Health and other government bodies in the public health sector can promote motivation for a healthy lifestyle by developing and implementing informational campaigns and programs.

4. Education sector: The Ministry of Education and Science can incorporate health and healthy lifestyle into school and university curricula to educate conscious consumers and provide them with the necessary knowledge and skills.

5. Industry and trade sector: manufacturers and retail chains can use marketing methods and techniques to promote healthy goods and services, as well as ensure the availability and promotion of healthy products.

6. Research institutions: universities and research centers can conduct research on the effectiveness of marketing strategies in increasing consumer motivation towards a healthy lifestyle and develop recommendations for practice.

7. Non-governmental organizations: non-profit organizations can undertake initiatives to raise awareness and educate the public about a healthy lifestyle.

These different levels of government administration can collaborate and interact to effectively implement European marketing practices.

National governmental bodies in Ukraine can devise and execute an array of initiatives to assimilate EU practices in employing marketing methodologies and techniques within the domestic market, with the aim of augmenting consumer impetus toward a salubrious lifestyle:

- Elaboration of a national strategy bolstering health-conscious living. The government may formulate a comprehensive strategy encompassing endeavors to heighten populace cognizance regarding the advantages of embracing a healthful lifestyle, backed by promotional campaigns, educational outreach, and assorted interventions.

- Advocacy for producers of health-centric commodities. The governmental apparatus could extend support to manufacturers specializing in health-enhancing products through financial incentives, fiscal concessions, or access to bespoke funding schemes.

- Instigation of labeling protocols for health-promoting merchandise. The administration might institute standardized labeling criteria for goods aligning with health-conscious criteria, thereby facilitating consumer discernment of healthful merchandise.

– Encouragement of advertising endeavors for health-endorsing products. Incentivizing fiscal support or tax alleviations for enterprises engaged in advertising health-focused commodities and services could amplify their appeal among consumers.

– Facilitation of accessibility to health-affirming products. Instituting programs to ensure broad access to healthful products across all societal strata, encompassing the establishment of health-oriented retail networks and incentivizing investments in this domain.

– Pedagogical initiatives. Organizational efforts to orchestrate educational campaigns and programs targeting consumers on the ethos of healthful living, encompassing elucidation on the merits of balanced nutrition, physical activity, and sundry constituents of a health-centric lifestyle.

– Advocacy for research endeavors. Allocating resources for research into the efficacy of marketing methodologies in fostering consumer impetus toward healthful lifestyles, while evolving novel strategies predicated on empirical findings.

– Collaborative ventures with the EU. Pursuing collaborative ventures with the European Union to engender knowledge exchange and dissemination of best practices in health-centric marketing, coupled with securing financial backing for pertinent initiatives.

– Rigorous monitoring and assessment. Implementation of robust monitoring and assessment mechanisms to periodically evaluate the efficacy of implemented measures, with a view toward iterative refinement of programs aimed at augmenting consumer motivation toward healthful lifestyles.

At the regional level in Ukraine, a number of measures can be developed and implemented to acquire

EU practices in applying marketing methods and techniques in the market to increase consumer motivation for a healthy lifestyle:

- Development of a regional marketing strategy. Regional government bodies can collaborate with local enterprises and public organizations to develop and implement a comprehensive strategy aimed at raising awareness of the benefits of a healthy lifestyle through advertising campaigns, educational programs, and other initiatives.

- Organization of local events and initiatives. Regional authorities can facilitate the organization of local events such as health fairs, sports competitions, lectures, and seminars on healthy living to increase consumer interest in a healthy lifestyle.

- Creation of a network of local information resources. Regional government bodies can collaborate with local media, bloggers, and other information resources to create and disseminate information about healthy living and marketing messages among the local population.

- Support for local producers of healthy goods. Regional authorities can provide support to local producers of healthy products by creating financial support programs, organizing local fairs and exhibitions, and promoting their advertising and marketing on the market.

- Establishment of a network of healthy food and service establishments. Regional government bodies can promote the development of a network of food establishments, fitness centers, and other services promoting a healthy lifestyle by creating special programs and incentives for entrepreneurs.

- Ensuring the availability of healthy goods and services. Regional government bodies can develop pro-

grams and initiatives aimed at ensuring the availability of healthy goods and services for all segments of the population in their regions.

–Organization of educational and informational events. Regional government bodies can organize educational and informational events for local communities on the benefits of a healthy lifestyle, proper nutrition, physical activity, and other aspects of healthy living.

In the private sector of Ukraine, various initiatives can be devised and implemented to assimilate EU practices concerning the utilization of marketing methodologies and techniques in the market domain. These endeavors aim to augment consumer motivation towards adopting a healthy lifestyle:

–Formulation of holistic strategy for health promotion. Private entities can undertake the development of a comprehensive strategic framework encompassing multifaceted endeavors geared towards heightening public awareness regarding the merits of embracing a healthy lifestyle. These efforts may encompass promotional campaigns, educational outreach programs, and other analogous initiatives.

–Fostering patronage for producers of health-centric commodities. There exists potential for governmental intervention to facilitate the provision of financial incentives, tax abatements, or streamlined access to specialized funding schemes for manufacturers of health-oriented goods.

–Standardization of health product labelling. The establishment of standardized protocols for the labelling of merchandise compliant with health-centric requisites can facilitate consumer discernment and facilitate informed decision-making pertaining to healthy consumption habits.

–Incentivizing advertisement endeavors for health products: Financial inducements or tax exemptions could be extended to enterprises engaging in promotional endeavors to bolster the market penetration of health-focused commodities and services.

–Ensuring ubiquitous availability of health products. Pioneering programs aimed at ensuring equitable access to health-centric products across diverse demographic strata can be envisioned. This may encompass the establishment of networks of health-centric retail outlets and incentivization of investments within this sector.

–Facilitating consumer education initiatives. Corporate entities may undertake educational initiatives and capacity-building workshops targeting their clientele to foster enlightenment regarding salubrious lifestyle choices, dietary practices, physical activity regimens, and sundry facets of holistic wellness.

–Integration of cutting-edge health technologies. Endeavors could be directed towards investing in the research, development, and deployment of innovative technologies conducive to promoting a healthy lifestyle. This could encompass the integration of mobile applications for health monitoring, virtual fitness trainers, and analogous innovations.

–Establishment of bespoke marketing entities. The establishment of specialized marketing agencies singularly focused on the promotion and advertisement of products and services catering to the realm of healthy living may be contemplated.

–Collaborative ventures with eu enterprises. Strategic alliances with counterparts from EU member states can be forged to undertake collaborative ventures aimed at joint product development and market penetration

strategies targeting the promotion of healthy lifestyle choices on global platforms.

– Engagement of proficient marketing personnel and consultants. Corporate entities may opt to enlist the services of seasoned marketing professionals and consultants possessing domain expertise in EU market dynamics. Their involvement can be instrumental in devising and executing marketing strategies geared towards enhancing consumer motivation for embracing a health-oriented lifestyle.

Public, volunteer, and other non-profit entities are presented with a suite of measures aimed at assimilating EU practices concerning the utilization of marketing methodologies and techniques within the Ukrainian market to enhance consumer impetus towards a health-oriented lifestyle:

– Conducting informative campaigns. Organizations are poised to orchestrate and execute informative campaigns strategically targeting the elevation of societal awareness vis-à-vis the dividends of embracing a health-centric modus vivendi while instigating favorable shifts in consumer conduct.

– Cultivation of pedagogical initiatives. Non-profit entities can conceive and implement pedagogical schemes meticulously tailored to the dissemination of the virtues of a wholesome lifestyle amongst diverse societal strata, encompassing juveniles, adolescents, senior citizens, and individuals with disabilities.

– Synergy with local governmental entities. Collaborative engagements with local administrative bodies can catalyze the conceptualization and execution of collaborative endeavors and initiatives geared towards fostering a culture of wellness within grassroots communities.



– Harnessing the potency of social media platforms. Leveraging the potency of social media channels can serve as a conduit for organizations to captivate attention towards their endeavors and circulate invaluable insights pertaining to the merits of embracing a healthful lifestyle amongst a broad audience spectrum.

– Forging strategic alliances with indigenous enterprises. Forging symbiotic partnerships with indigenous commercial entities can incentivize the ideation and materialization of joint initiatives aimed at promoting and advocating for health-centric goods and services.

– Facilitation of thematic events and exhibitions. Orchestrating thematic gatherings, exhibitions, and showcases dedicated to the celebration of a salubrious lifestyle can elicit public engagement and invigorate their impetus towards adopting health-positive habits.

– Utilization of feedback mechanisms. Engagement in the collation and analysis of consumer feedback concerning promotional campaigns and programs can furnish organizations with invaluable insights to refine their strategies and tailor them to the exigencies of the target demographic.

– Embarkation on investigative endeavors. Organizations are encouraged to embark on investigative endeavors to scrutinize the efficacy of deploying marketing methodologies and techniques, thereby delineating optimal strategies and approaches for amplifying consumer impetus towards a health-oriented lifestyle.

– Formation of collaborative networks. The formation of collaborative networks with fellow public, volunteer, and non-profit entities, alongside the private sector and governmental institutions, can engender an environment conducive to the exchange of insights, resources,

and best practices germane to the domain of health-oriented lifestyle marketing.

These initiatives are meticulously crafted to engender an ecosystem conducive to the assimilation of marketing methodologies and techniques within the Ukrainian marketplace, thereby catalyzing consumer impetus towards a health-oriented lifestyle and contributing to the amelioration of the populace's overall health status.

At various levels of governance management, such as national, regional, within the private sector, and amid civil society organizations, a series of fundamental principles ought to underpin the assimilation of EU practices concerning the application of marketing methodologies and techniques in the Ukrainian market to bolster consumer motivation toward adopting a healthy lifestyle (Table 3.3):

Table 3.3. Principles of applying marketing methods to increase consumer motivation for a healthy lifestyle

Principle	The detailing of the principle
1	2
Strategic planning	The formulation of intricate strategies and meticulously crafted action plans, oriented toward the implementation of marketing methodologies for fostering consumer enthusiasm for healthy living, taking into account the nuanced requisites and idiosyncrasies of the target demographic
Collaboration and partnership	Fostering collaborative endeavors with diverse stakeholders, encompassing governmental entities, corporate entities, civil society bodies, and civic activists, for the collective realization of marketing endeavors
Innovation and creativity	Encouraging a culture of innovation and fostering imaginative thinking in the conceptualization and execution of marketing strategies geared toward eliciting heightened interest among consumers in embracing healthier lifestyles

Table 3.3 (continued)

1	2
Ethics and responsibility	Adherence to stringent ethical standards in marketing practices, underscored by a sense of responsibility towards consumers and broader societal welfare
Consumer-centricity	The cultivation of profound insights into the needs, aspirations, and values of the target audience, coupled with a proactive incorporation of their feedback and preferences into the iterative process of marketing initiative development and implementation
Monitoring and evaluation	The continual surveillance of the outcomes stemming from the implementation of marketing strategies, accompanied by comprehensive evaluations aimed at discerning efficacious approaches and rectifying any shortcomings
Consistency and continuity	A steadfast commitment to long-range objectives and meticulously devised action plans, complemented by unwavering consistency in the execution of adopted policies and strategies
Adaptability and flexibility	A demonstrated capacity to adapt to fluctuations within the consumer landscape, evolving consumer demands, and the dynamic contours of the competitive milieu, through agile responsiveness and strategy refinement
Learning and development	The perpetuation of a culture of perpetual learning and professional growth amongst members of marketing teams, ensuring their adeptness in the deployment of contemporary marketing methodologies and techniques.

The acquisition of EU practices on the application of marketing methods and techniques to increase the motivation of consumers to a healthy lifestyle can lead to a number of positive results for individual individuals – Ukrainian consumers, for the state, and for the private sector. These positive changes are presented in detail in Table 3.4.

Table 3.4. Expected results of the implementation of EU marketing practices for the promotion of a healthy lifestyle in Ukraine at the level of the state, private sector and individual

Expected result 1	Details 2
<b><i>The State level</i></b>	
Reduction in healthcare costs	The application of marketing methods can increase consumer awareness of preventive measures, reduce the risk of illness, and lower healthcare costs
Improvement in demographic situation	Increased consumer interest in a healthy lifestyle can lead to reduced mortality rates and improved quality of life, impacting the demographic situation
Increase in national market competitiveness	The development of the market for healthy goods and services can make Ukrainian products more competitive internationally
Increase in tax revenues	Growth in the sales of healthy products can lead to an increase in tax revenues for the state budget
Improvement in public health	Implementation of marketing methods will increase public awareness of the importance of a healthy lifestyle and encourage corresponding lifestyle changes
Reduction in social expenditures	Improving public health can reduce expenditures on illness treatment and meet the social needs of the population, potentially lowering social costs
<b><i>Private sector level</i></b>	
Augmented demand dynamics for health-oriented commodities and services	Implementation of meticulously crafted marketing strategies aimed at propagating the virtues of a wholesome lifestyle could catalyze a surge in the demand for health-centric offerings
Elevation of brand perception as a vanguard of well-being	Enterprises actively espousing the cause of a healthy lifestyle through nuanced marketing endeavors could bolster their corporate image as a trustworthy purveyor of health-enhancing products and services, thereby fortifying brand equity

Table 3.4 (continued)

1	2
Expansion of consumer base through attraction of novel segments	droit deployment of effective marketing strategies has the potential to magnetize previously untapped consumer segments with a proclivity towards health-conscious choices, thereby broadening the market reach
Enhanced competitive edge via differentiation	Companies adeptly leveraging marketing methodologies tailored to promote healthy living may carve out a distinct niche in the competitive landscape, distinguished by their alignment with evolving consumer preferences
Upsurge in profitability via symbiotic market evolution	The burgeoning resonance and demand for health-centric offerings can underpin a concomitant uptick in profitability for private entities actively espousing and implementing marketing paradigms conducive to the propagation of a health-centric lifestyle
<b><i>Consumer level</i></b>	
Increased awareness of a healthful lifestyle	Information dissemination campaigns and educational endeavors deepen comprehension of its significance
Enhanced accessibility of health-centric commodities and amenities	Robust marketing strategies expand the array of health-centric products and services, rendering them more accessible
Heightened impetus towards adopting a healthful lifestyle	Efficacious deployment of marketing methodologies galvanizes consumer cognizance and instigates a transition towards healthful habits
Ameliorated quality of life	Embracing healthful habits and proper dietary practices precipitate an overall enhancement in physiological and psychological well-being
Mitigated susceptibility to ailments	Vigorous advocacy for a healthful lifestyle contributes to a diminution in the likelihood of contracting various maladies
Elevated collective awareness	Assimilation of European marketing practices fosters an elevation in consumers' collective awareness regarding their health.

Obtaining and applying the European Union (EU) practices in marketing strategies to promote a healthy lifestyle in the Ukrainian market leads to significant advantages that warrant thorough examination. Primarily, it entails raising consumer awareness about healthy living through active implementation of informational campaigns, educational initiatives, and the application of advanced communication strategies.

Such an initiative can impact various sectors of society and lead to positive changes in awareness levels, especially among youth, who are the primary target of such efforts. Additionally, increasing the accessibility of healthy goods and services can improve demographic health indicators and reduce overall healthcare expenditures.

Moreover, effectively applying marketing approaches can significantly boost consumer motivation towards a healthy lifestyle, reflected in their behavior and product/service choices. Beyond direct benefits to consumers, innovative marketing approaches can also yield benefits for the private sector and non-profit organizations interested in enhancing their efficiency and market impact.

Therefore, in the context of deepening cooperation with the EU, the use of marketing methods and techniques is strategically important in the development of the modern Ukrainian economy and the improvement of the population's quality of life. The conclusions of this analysis are crucial for formulating effective strategies in marketing a healthy lifestyle, contributing to sustainable societal development.



## SELF-CONTROL

1. What are the EU marketing methods and techniques for promoting a healthy lifestyle?

2. How relevant are EU marketing practices to the Ukrainian market?

3. What are the trends in consumer behavior in Ukraine related to healthy lifestyle choices?

4. What can be learned from successful case studies of EU marketing campaigns promoting healthy lifestyles in other countries?

5. How do cultural differences between EU countries and Ukraine affect consumer preferences for healthy products and lifestyles?

6. What key marketing strategies does the EU employ to motivate consumers towards healthy behaviors?

7. How effective are different marketing channels (e.g., social media, traditional advertising) in promoting healthy lifestyles in Ukraine?

8. What potential challenges and barriers exist in implementing EU marketing methods in the Ukrainian market?

9. What are the regulatory frameworks and policies in Ukraine related to health and marketing practices?

10. What adaptations or innovations might be needed to apply EU marketing methods effectively in Ukraine to promote healthy lifestyles?



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## CONCLUSIONS

The textbook "Healthy Economy: European Values for Ukraine" highlights the main principles and values of European economic policy and their adaptation and implementation in the Ukrainian context.

The authors considered the key aspects of economic policy that are crucial for sustainable development, particularly innovation, resource efficiency, social justice, and environmental responsibility. Special attention is paid to analyzing successful European practices that can be integrated into domestic economic policy.

The manual offers specific tools and methods that contribute to adapting the European experience to Ukrainian realities. In addition, the manual examines the interaction between the state and business and civil society's role in forming an effective economic policy that meets European standards.

The textbook will be helpful for teachers, graduate students, students of different specialties of higher education institutions, and a wide range of readers interested in the region's development.

The textbook contains many examples and factual materials illustrating the theoretical foundations.

У навчальному посібнику розглядаються теоретичні питання здорового регіонального розвитку, особливості формування стійких громад, роль підприємств і промисловості у створенні здорового економічного середовища, реалізація політики згуртованості, маркетингові інструменти, які використовуються для поширення концепції здорового регіонального розвитку. політика розвитку та згуртованості, здорова поведінка та мотивація споживачів.

Навчальний посібник буде корисним викладачам, аспірантам, студентам різних спеціальностей вищих навчальних закладів, широкому колу читачів, які цікавляться питаннями регіонального розвитку.

Посібник містить багато прикладів і фактичних матеріалів, що ілюструють теоретичні основи.

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