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## **Marketing of values in the human capital formation hierarchy: Structural transformation and impact assessment**

■ **Abstract.** Human capital determines the quality of well-being, innovations, resources, and competitiveness of the country in the international arena. The influence of the marketing of values plays an exceptional role in shaping its structure. Based on the above considerations, the purpose of the study was to model the impact of demographic, social, financial, and economic factors, as well as the marketing of values (Marketing 3.0) components, on human capital development through dynamic and regression analysis within a public-private partnership project. A pilot study, conducted through expert surveys (interviews and questionnaires) from 2022 to 2024, helped clarify the structure and impact of the marketing of values on human capital formation. A three-dimensional model and an adaptation matrix for assessing the influence of the marketing of values on human capital development were proposed. The influence rating of the components within the marketing of values was justified: 26.1% due to innovative and omnichannel marketing,

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23.2% – due to social and ethical marketing, 17.4% – due to ecological marketing, 7.2% – due to aesthetic marketing. The component-by-component assessment revealed the greatest influence of environmental marketing on physiological capital (60%); omnichannel marketing on social capital (60%) and on the effect of public goods (50%); innovative marketing on entrepreneurial capital (60%) and intellectual capital (50%); social and ethical marketing on the effect of public goods (50%). It was proven that the effect of human capital formation is determined by the impact of the marketing of values components. The proposed concept outlining how the marketing of values affects the structure of human capital, along with the adaptive quantitative assessment matrix, should be applied to optimise the influence of the marketing of values on human capital across all levels of the national economy

■ **Keywords:** components of the marketing of values; structure of human capital; marketing analysis; welfare; public-private partnership

## ■ INTRODUCTION

The development of human capital is at the centre of the global strategy of world development, closely linked to the desire for sustainable socio-economic growth for the benefit of all segments of the population. Scientific and practical substantiation of the concept of the formation of productive forces in the form of human capital is one of the most important directions for the implementation of the socio-economic policy of the Ukrainian state. This is emphasised by the global growth of the role of intelligence and knowledge in socio-economic development, in the competitiveness of entities against the background of growing challenges and force majeure circumstances, including the long-term Russo-Ukrainian War.

Socio-economic challenges manifest themselves in the form of the acceleration of scientific and technological progress, the rapid spread of innovations, information technologies in the spheres of life, informatisation, production, dissemination of knowledge and acceleration of talented developments. Economic challenges, caused by the aggravation of institutional, innovative, environmental, socialisation, and globalisation factors, actualise the issue of finding innovative approaches, technologies, theories, tools, mechanisms, and financial opportunities to stimulate the development of human capital as the basis of national wealth and the welfare of the state. The concept of the marketing of values is becoming increasingly relevant. The problem is the lack of development of a theoretical basis for the essence and structuring of the marketing of values in the context of a changing political and economic situation, force majeure circumstances, the introduction of innovations and long testing periods, and the assessment of the impact on the formation of human capital.

A wide range of scientists have devoted scientific works to the methodology and practice of reproducing human productive abilities. In particular, Yu. Akbar *et al.* (2024) explored the impact of human capital on sustainable university performance, with sustainable human resource management serving as a mediating variable. D.I. Mustafa *et al.* (2024) demonstrated that value-added intellectual capital has a positive impact on corporate financial performance. V. Antoniuk (2022) systematically examined the multifaceted human capital losses caused by the war, including demographic decline, employment disruptions, destruction of educational infrastructure, and forced migration. The study emphasised the critical role of human capital in Ukraine's post-war economic recovery and modernisation, and proposed priority measures for its preservation and restoration. It provided a comprehensive

analysis of the challenges to human capital reproduction in the context of the ongoing conflict and outlined strategic directions for mitigating these losses. However, despite the existence of various theoretical approaches to defining human capital, the scientific approach to its definition and structuring remains insufficiently explored.

Also, a range of recent studies has expanded the theoretical and practical understanding of the marketing of values from philosophical, aesthetic, ethical, and strategic perspectives. S. Malik & D. Kajale (2024) examined the philosophical foundations of value consciousness within culture, emphasising the theoretical and methodological importance of value theory in shaping cultural development. This theoretical base aligns with the work of O. Burlitska (2021), who traced the evolution of marketing paradigms from product-oriented approaches toward a marketing of values strategy, highlighting its foundational role in modern marketing thought. P. Brown (2020) contributed to the aesthetic dimension of the marketing of values by introducing the concept of aesthetic intelligence as a strategic tool for enhancing customer experience, emotional engagement, and brand loyalty through beauty, design, and sensory appeal.

In the domain of socially responsible and sustainable consumption, V. Dergachova *et al.* (2020) grounded their study in the principles of socio-ethical and the marketing of values, substantiating the development of the organic food market in Ukraine through regional opportunity analysis, consumer segmentation, and priority-setting for environmentally conscious consumption promotion. Similarly, O. Bilovodska *et al.* (2023) explored the reorientation of industrial regional development toward tourism by leveraging unique local resources. Their research applied SWOT and comparative analysis to identify competitive advantages – such as geographical location, environmental safety, and cultural attractiveness – and framed a strategy of sustainable and value-based development aligned with post-war consumer preference shifts.

A growing body of research has emphasised the behavioural implications of corporate social responsibility (CSR). S.V. Minh *et al.* (2023), using structural equation modelling and mediation analysis, demonstrated that community, environmental, and ethical responsibility directly influence customer satisfaction, which in turn mediates the relationship between CSR and repurchase intention. In a related context, K. Ahmed & B.R.S. Kaouther (2024) showed that emotional attachment, perceived similarity, and brand perception significantly affect consumer acceptance of

retailer brand substitution, pointing to the importance of value-based brand communication and ethically grounded brand transition strategies. The strategic integration of the marketing of values into human capital management has also gained attention. E. Golovnina *et al.* (2023a) as well as M. Odat & R. Bsoul (2024), emphasised the role of the marketing of values within the structure of human capital, presenting it as a tool for quantitatively assessing project manageability and aligning marketing efforts with social development priorities.

Thus, while scholars have examined economic development, innovation, and marketing, the interpretation and structuring of the marketing of values and its impact on human capital formation across different levels remain underexplored; modelling the socio-economic development of business entities requires further focused research and refinement. The purpose of this article was to enhance the theoretical, methodological, functional, and institutional foundations of the marketing of values by focusing on the evaluation of its impact on human capital development, using a model tested within the framework of a public-private partnership (PPP) project involving a roadside infrastructure facility.

## ■ MATERIALS AND METHODS

This article synthesised research from a broad spectrum of scholars on defining and structuring human capital components and the marketing of values, acknowledging that these concepts remain ambiguous and continuously evolve due to innovations and force majeure events. The research was conducted on the basis of fundamental provisions of economic theory, management and marketing theories, and scientific concepts regarding the analysis of the impact of state regulation on the formation and development of human capital, using methods of theoretical generalisation, the dialectical method of cognition, and system-structural analysis in the context of justification and development of models of human capital formation and the marketing of values, as well as abstract-logical synthesis regarding the clarification of the above categories. Inductive methods were used to form general conclusions, and deductive methods to determine the logic of structuring the stages and the subject of research in the sense of unity and interdependence of components. General scientific and specialised research methods were used, including: the principal

components method in analysing the impact of state regulatory instruments on the formation of human capital; quantitative and graphical methods for modelling the components of the marketing of values and assessing their impact on the structure of human capital in accordance with the purpose and hierarchy of human capital formation.

To substantiate the impact of the marketing of values on the formation of the structure of human capital and assess the level of management of this impact, a study was conducted through expert interviews in 2022-2024 in the cities of Kyiv, Boryspil, Cherkasy, Odesa, and the Kyiv, Cherkasy, and Vinnytsia regions of Ukraine. The questions of the expert study were organised by clusters. The first cluster was the definition of the interpretation of the marketing of values in the context of its influence on the formation and development of human capital. The second was the definition of the interpretation of human capital in the context of its formation and development. The third was the definition of the structure of the marketing of values. The fourth was to determine the structure of human capital. The fifth was to determine the factors and assess the impact of the marketing of values on human capital. The sixth was the formation of factors and the assessment of the impact of the formation and development of human capital by the marketing of values. Survey subjects included: marketers of companies producing goods for the population and service companies in the tourism and transport industries, as well as representatives of local governments.

Expert interviews were conducted based on a combination of pilot research and in-depth interviews. The pilot group study was conducted with a group (263 people) both individually and in groups, online via Zoom, and through telephone screening, taking into account behavioural, qualification, situational, and technical aspects, and a fully open interview respecting ethical and legal norms (Ethics code..., n.d.). The in-depth interview was conducted anonymously based on a questionnaire and focus group work, and covered 26 people. Given that this study requires a deep understanding of the topic, the number of interviewees was determined by the principle of data saturation and the diversity of experts and their experience. A questionnaire was developed regarding the definition and structure of the marketing of values and human capital and their mutual influence. The questions are presented in Table 1.

**Table 1.** A questionnaire on the marketing of values and human capital

No.	Question
1	How do you understand the concept of the marketing of values?
2	What influencing factors should be taken into account when analysing the marketing of values?
3	Do you believe that, structurally, the marketing of values is a complex of diverse multi-directional marketing approaches (e.g., environmental, institutional, innovation-driven, socialisation-oriented, etc.)?
4	What components constitute the marketing of values?
5	In your opinion, should the institutional component be included in the structure of marketing of values?
6	In your opinion, should the ecological component represented by environmental marketing be included in the structure of marketing of values?
7	In your opinion, should social and ethical marketing be highlighted as a separate component within the structure of marketing of values?
8	In your opinion, what is the difference between social and ethical marketing and marketing of values?
9	Which specific components, in your opinion, should be included in the structure of marketing of values?

Table 1. Continued

No.	Question
10	Which components, in your opinion, should be included in the structure of social and ethical marketing within the framework of marketing of values?
11	Do you think it is appropriate to consider marketing of values at the micro-, meso-, macro-, and mega-levels? If yes, why?
12	In your opinion, does marketing of values influence the formation and development of human capital?
13	In your opinion, how exactly does marketing of values affect the formation and development of human capital?
14	In your opinion, does the development of human capital influence the improvement of marketing of values?
15	Which factors, in your opinion, determine the development of human capital under the influence of marketing of values (primary and secondary)?
16	What do you think is the structure of human capital formed under the influence of marketing of values?
17	Who do you think are the key actors in forming marketing of values at the micro-, macro-, and mega-levels?
18	In your opinion, how can the impact of marketing of values on the development of human capital be assessed?
19	In your opinion, how can the impact of human capital on the formation of marketing of values be assessed?
20	In your opinion, how can the impact of human capital on the development of marketing of values be assessed?

Source: created by the authors

Based on the interviews, the following components of the marketing of values structure were identified: socio-ethical, ecological, innovative, aesthetic, and omnichannel marketing. They influence the factors of human capital formation and the well-being of the population through the supply and demand of products and services on the market (pension size, subsistence minimum, wages, natural population decline, number of people leaving, emigrants, share of subsidies in expenditures, percentage of population with incomes below the subsistence minimum, savings, real difference between incomes and expenditures, tax burden, level of shadow economy with real shadow wages) and the formation of its structure (physiological, intellectual, entrepreneurial, and social capital, transactional effects, public goods, corporate rights).

The above enabled the development of a model for assessing the impact of the marketing of values on the structure of human capital and for conducting a direct assessment. For ranking the significance of structural influencing factors, the following question was asked: Which elements should be included in the structure of the marketing of values? Please select and rank your answers from 1 (most important) to 10 (least important): 1) Environmental marketing; 2) Innovation marketing; 3) Marketing of innovations; 4) Social and ethical marketing; 5) Aesthetic marketing; 6) Omnichannel marketing; 7) Relationship marketing; 8) Holistic marketing; 9) Multichannel marketing; 10) Digital marketing.

To assess the consistency of the experts' opinions, who ranked the 10 answers to the question about the structure of marketing of values, Kendall's concordance coefficient ( $W$ ) was used, the value of which ranges from 0 to 1 (1 – complete consistency, and 0 – no consistency). For this purpose, a rank table was compiled, which displayed 10 answers from each expert; each expert assigned a rank from 1 to 10 to the 10 answers. For each answer, the sum of the ranks ( $R_i$ ) assigned by the experts was calculated. The average rank ( $R^-$ ), the deviation of ranks from the average ( $R_i - R^-$ ) and their squares, and the sum of the squares of the deviations were calculated. The Kendall's concordance coefficient ( $W$ ) was calculated using the formula:

$$W = \frac{12S}{m^2(n^3 - n)}; \quad (1)$$

$$S = \sum_{i=1}^n (R_i - R^-)^2, \quad (2)$$

where  $W$  – Kendall's concordance coefficient;  $m$  – number of experts;  $n$  – number of objects being ranked ( $n = 10$  answers);  $R_i$  – sum of ranks assigned by all experts for the  $i$ -th answer;  $R^-$  – average rank for all objects. An expert interview, at the stage of substantiating the assessment of the formation and mutual influence of the marketing of values and human capital, confirmed the relevance of clarifying the interpretation and structure of the marketing of values and human capital in the context of their structuring and influencing factors, as well as the substantiation of the assessment system. The obtained concordance coefficient of 0.838 was statistically significant; the experts' opinions were consistent because the calculated chi-square ( $\chi^2$ ) criterion exceeded the tabulated value for  $df = n - 1$  degrees of freedom at a given significance level of 0.05. The formula for  $\chi^2$ :

$$\chi^2 = m(n-1)W, \quad (3)$$

where  $\chi^2$  – value of the  $\chi^2$  criterion;  $m$  – number of experts. Under the conditions of applying the theoretical-multiple approach while adhering to the logic of forming relationships, methods of correlation-regression analysis and forecasting were applied. Modelling was carried out: the influence of demographic, social, financial, and economic factors on the formation of human capital was studied using data from 2015–2023 based on information from the State Statistics Service of Ukraine (n.d.a; n.d.b; n.d.c) and the World Bank open data (n.d.).

The influencing factors were grouped, cause-and-effect relationships, correlation coefficients, and forms of regression relationships were established, and the influence of demographic, social, financial, and economic factors on the formation of human capital was analysed (Tables 1–3). When forming a system for assessing the impact of the marketing of values on the formation of human capital, the value of the components of the latter was determined using the following formulas (4–7) (Golovnina, 2022). Physiological capital ( $R$ ) based on the contribution to future generations ( $V$ ) (which was determined by investment activity in the development of future generations and the reward

for creation) forms the labour force, and was increased by labour activity ( $x_0$ ) and the wage rate as a reward for it ( $A_1$ ):

$$R = V + A_1 x_1. \quad (4)$$

Entrepreneurial capital ( $P$ ) increases physiological capital ( $R$ ) based on the activation of entrepreneurial abilities and activity ( $x_2$ ) and the reward for it ( $A_2$ ):

$$P = V + R + A_2 x_2. \quad (5)$$

Intellectual capital ( $I$ ) builds on previous stages, depends on the contribution to future generations ( $V$ ), physiological ( $R$ ), and entrepreneurial capital ( $P$ ), as well as intellectual activity ( $x_3$ ) and the rate of reward for it ( $A_3$ ):

$$I = V + R + P + A_3 x_3. \quad (6)$$

Social capital ( $S$ ) is the highest stage of human capital development, including the contribution to future generations ( $V$ ), physiological ( $R$ ), entrepreneurial ( $P$ ), and intellectual ( $I$ ) capital, the share of the effect of social activity – communication, interaction, trust, social networks ( $x_4$ ) – and the rate of reward for social activity ( $A_4$ ):

$$S = V + R + P + I + A_4 x_4. \quad (7)$$

In marketing analysis and modelling, and the assessment of the impact of the marketing of values structure on the structure of human capital, the local estimate ( $Y_i$ ) in percentage was determined by the formula:

$$Y_i = \frac{X_i}{X} \times 100\%, \quad (8)$$

where  $X_i$  – number of positive (or negative) assessments of the impact of a specific component of the marketing of values on an element of the human capital structure;  $X$  – total number of cells in the assessment cube. The overall assessment of the impact of the marketing of values on human capital development was determined by the sum of local assessments. A special place was occupied by the method of studying three-dimensional space on the principles of analysis-synthesis and induction-deduction in modelling the concept of assessing the impact of the marketing of values on the structure of human capital. It enabled the assessment of the impact of management on the synergy of interaction, taking into account factors of direct and indirect influence. The sequence of the presented study was as follows: research into the relevance of the issue, review of the literature on the definition and formation of the marketing of values and human capital; formulation of the research task; conducting interviews to determine the factors of influence and the structure of the marketing of values and human capital; performing regression-correlation analysis to model the influence of demographic, social, financial, and economic factors on human capital; and assessing the influence of the marketing of values on the development of human capital.

It should be noted that the choice to conduct the study on the impact of the marketing of values on human capital development through modelling within a PPP project involving a roadside infrastructure facility was justified by the unique integration of public, business, and social

interests. Roadside infrastructure serves as a dynamic point of interaction between personnel and consumers, enabling the practical application and observation of value-oriented marketing principles. Moreover, the choice of road infrastructure as the environment for modelling the impact of the marketing of values on human capital was explained by the fact that of the marketing of values was considered a field of managing the effectiveness of innovative projects aimed at stimulating human capital development. This was grounded in accelerating the promotion of goods in the market while balancing individual and societal demands. These demands were characterised by the factors shaping (structure) and developing (structural changes over time) human capital. The case of roadside infrastructure as a competitive environment for modelling the influence of the marketing of values on the state of human capital reveals the specifics of high-quality customer service at roadside facilities (such as motels, rest areas, car rental and repair services, petrol stations, banking services, etc.) aimed at creating an atmosphere of socio-individual safety during travel by motor vehicle along national and international highways, both for work and leisure – as a businessperson or tourist.

In addition, the improvement of service quality, accessibility, and customer satisfaction was directly proportional to the increase in well-being, the quality of human capital, and life safety, as well as to the enhancement of performance and profitability of market participants involved in the provision and consumption of roadside infrastructure services. At the same time, through high-quality services and the creation of personal development incentives, individuals are motivated to increase their labour activity, as well as their intellectual, entrepreneurial, and creative work. This, in turn, contributes to the improvement of the marketing of values – its structure, efficiency, and the socialisation of labour – as well as to the development of corporate and societal relationship culture, and ultimately to the growth of both individual and societal well-being. Various stakeholders in governance and entrepreneurship (territorial authorities, companies, households, the state, etc.) are involved in this process. Human capital determines individual success and national competitiveness and serves as the foundation of households, regions, companies, industries, and the national economy. Modelling in this context allows for the analysis of multilevel effects – individual, corporate, and regional – on human capital development, while also providing a scalable framework for broader socio-economic applications.

## ■ RESULTS

Values determine the goals of development and the means of achieving them. Traditionally, different aspects of the study of values in different fields of knowledge have a different subject and purpose of research. The knowledge economy, the structuring of relations between different fields of knowledge, levels of management and entrepreneurship, the features of the functioning of business entities within the framework of established institutional restrictions actualise combinations of partnership interaction according to the criteria of consistency of interests and processes. At the same time, the economic transformations of Ukrainian society are characterised by a reassessment of

values as a consequence of the existence of a conflict of opposing value systems and orientations. The restoration of historical and cultural memory with the recognition of national “value” turns it into a standard – a criterion that determines the further position, and, accordingly, the activities of the business entity. Appealing to the emotional needs of the consumer, which prevail over the functional, physical and useful features of the product, refers to the formation, design and implementation of its value. As the concept of the marketing of values develops, it is gradually filled with innovations, digitised, forms an emotional connection between the consumer and the brand, uses infocommunication, nano and biotechnology. Formation of uniqueness and value of the brand, trademark and image of corporate orientation uses the above and individualises values for consumers in accordance with emotional, spiritual, material needs and desires.

At the same time, human capital is an integrally diverse economic category that combines values according to individual and social characteristics. Thus, it is a self-growing value inherent in a person from birth with development throughout life in the structural unity of physiological, intellectual, entrepreneurial, and social components in the coordination of individual, corporate and social values and the implementation of the unity of structural relationships. Human capital is defined as a stock of health, knowledge, skills, abilities, and motivations and is gradually “formed by investments in the future generation, in increasing the stock for the purposeful development of entrepreneurial, intellectual, corporate, and social potential of an individual, household, company, region, state” (Golovnina *et al.*, 2023a).

Human capital has the specificity of formation according to the species structure, classified by: levels of development and types of benefits received, the nature of changes over time, and levels of management. Its value reflects the value of the total resources intended for its formation and further development. The latter is determined by the achieved level of well-being due to the joint activities of subjects – a household, a company, a region, a state. Like any form of capital, human capital accumulates when used and decreases when not used, is subject to inflationary depreciation, and is therefore considered in real and nominal terms. On the one hand, it is a limited resource, and on the other hand, “a form of capital capable of generating income with a synergistic effect, a strong influence on political, economic and social development”. Human capital “is simultaneously an individual, collective, and public good that determines the national wealth of the state” (Golovnina *et al.*, 2023a; 2023b).

The basis of the marketing of values is historical and cultural memory, heritage, spirituality, creativity, self-improvement, individuality, and materialisation of the effect of historical and cultural heritage through the efficiency of state regulation of investments in revival and the organisation of PPP. At the same time, it takes into account such social requirements as increasing the level of well-being, environmental friendliness of the human environment, improving health, consumer requirements for the quality and quantity of products and services to meet the needs and requirements of the corporation in the responsibility of business in achieving prospective profitability, profitability, social activity and its positive synergy. The formation

of the marketing of values of an economic entity as an agent of human capital requires its structuring according to the needs of viability in specific conditions of socio-economic formation, provided with opportunities for creativity under the influence of positive emotions when using innovations. The marketing of values is a “measure of sophisticated impact on the personality of the consumer through the subconscious, emotions and soul” based on pleasuring spiritual and material needs. It “involves historical and cultural memory and heritage, individuality, spirituality, creativity, self-improvement, which corresponds to the degree of development of human capital, activation of market and social-oriented public processes, institutionalisation, environmentalisation, innovation and socialisation” (Golovnina, 2023a; 2023b).

The marketing of values is systematically formed on a combination of innovative, ecological, socio-ethical, aesthetic and omnichannel marketing. It uses the traditional mechanism of holistic, integrated, internal and external marketing. At the same time, it is a vivid manifestation of the achieved level of intellectual, entrepreneurial and transactional capital. If innovations traditionally determine self-improvement and development, then innovative and omnichannel marketing as components of the marketing of values use the advantages and capabilities of information and communication technologies and digitalisation in creating and promoting goods on the market. Considering that ecology involves assessing the state of the natural environment, which determines the state of an economic entity, ecological marketing as an element of the marketing of values is aimed at meeting the needs of the target audience through products that help preserve the environment, updating the offer of ecological products and forming socially responsible consumption, greening projects, production, and promotion of ecological goods.

The marketing of values uses PR, promotes the introduction of waste-free and safe production methods, the creation and growth of a positive image of companies and corporations, forms the loyalty of clientele to innovative ecological products, and attracts influencers. However, without aesthetic content, the marketing of values loses its brightness and versatility, and, accordingly, its component has become aesthetic marketing as a combination of art – “ideas, beauty, inspiration, pleasant emotions, and the desire to be involved” (Golovnina, 2023b), which generates “satisfaction from the perception of the product, from its effect on positive feelings during the purchase and sale”. Aesthetic marketing provides the consumer with “more positive emotions and joy, communication, unification of participants in the process and a new shopping experience, when each consumer becomes a creator, receives feelings and emotions of purchasing a good, appreciates not only the product, but also the feelings that the shopping experience gives” (Vasyutkina, 2018). Social and ethical marketing as an element of the marketing of values is combinatorially formed on the one hand under the influence, and on the other hand – determines the quality of the basic integrated, social, ethical, socially responsible marketing, marketing of relationships and innovations. Integrated marketing is aimed at subordinating the activities of corporate divisions to the interests of consumers by combining external and internal marketing, using digital and nanotechnology.

A significant tool of omnichannel marketing for building a complex of stable associations in the minds of potential buyers, combining the product, reputation, image and identity of the company in the eyes of the public, partners and customers, according to N.V. Proskurnina *et al.* (2021), K. Ahmed & B.R.S. Kaouthar (2024) and N. Savytska *et al.* (2024), is branding. The marketing of values actively uses visual elements, namely, logo, name, symbolism, design, infographics for the brightness of the manufacturer's definition among competitors and a set of unique and weighty promises for the consumer (Kotler & Zaltman, 1971). In practice, socially oriented brands receive an increase in sales, a high level of staff motivation, image and competitiveness (Brown, 2020; Ahmed & Kaouthar, 2024). Marketers, focusing on the characteristics of "values", determine the components of the marketing of values: a socially, environmentally and economically significant good, its cost, and specify the presented values for brand formation.

The institutional foundations that underscore the social relevance of actualising the concept of the marketing of values include the support of international organisations and national governments for projects aligned with socially significant concepts, such as sustainable development and the advancement of a knowledge-based society (Resolution of the UN General Assembly No. 39/248, 2015), the concept of human capital and human potential development, social responsibility of business (Khaminich & Lichter, 2015), as well as the principles on the protection of consumer interests (Resolution of the UN General Assembly No. 70/1, 1985).

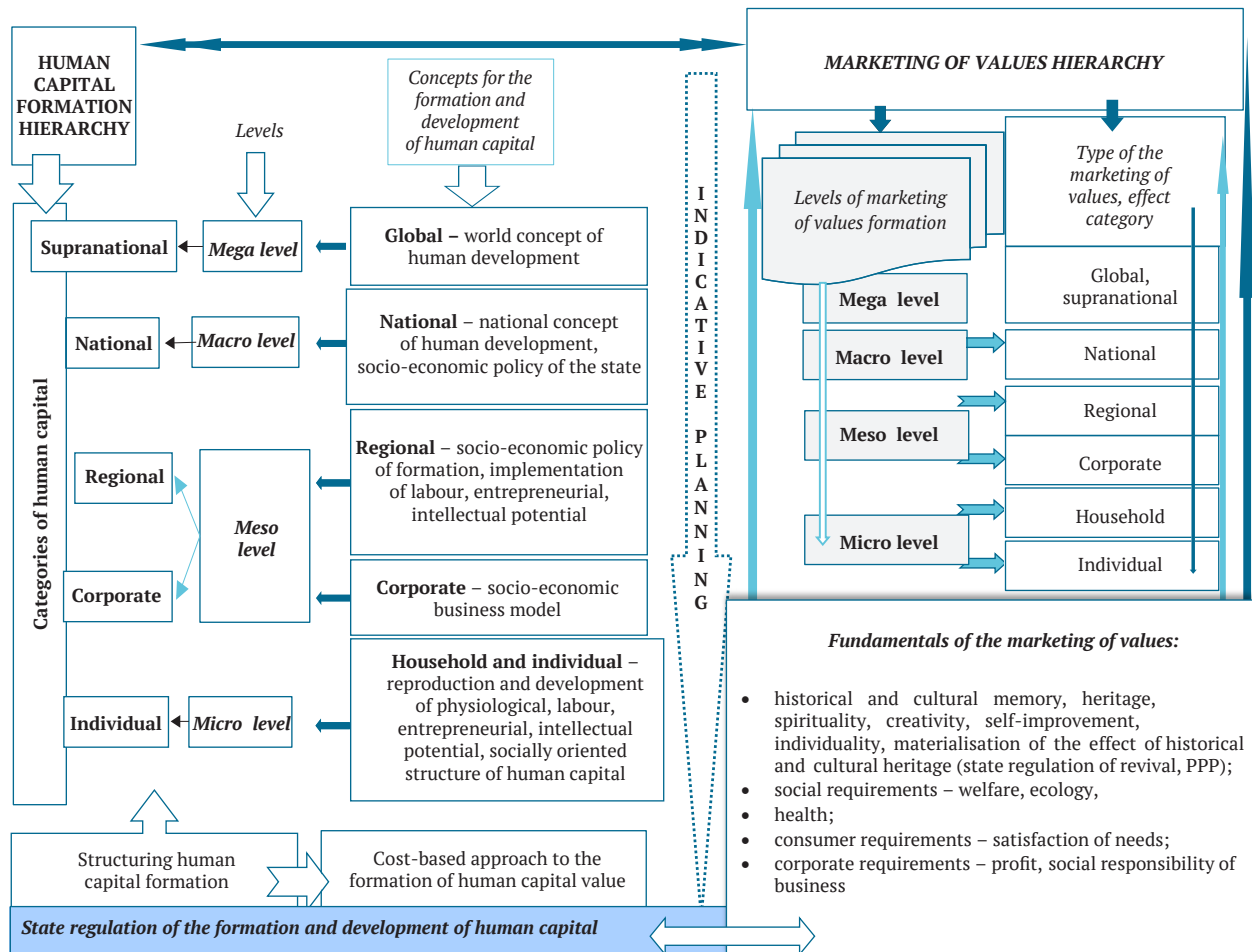
The concept of sustainable development fits into the context of sustainable development outlined by the International Council for Science. It systematically combines the economic, environmental and social components of sustainable development of society (Resolution of the UN General Assembly No. 39/248, 2015). According to this, the goal of sustainable development is to meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is defined as the security and quality of life of people in the three-dimensional space of economic, environmental and social dimensions. The concept of human development, according to the United Nations Development Programme since 1990, is focused on the well-being and improvement of the quality of human life, the expansion and improvement of opportunities in all areas. Human development is recognised as "the process of expanding the freedom of people to live long and creative lives, to actively participate in ensuring justice, and sustainability of development on the planet" (Resolution of the Cabinet of Ministers of Ukraine No. 382, 2015).

According to the Decree of the President of Ukraine No. 722/2019 (2019), measures to ensure the national interests of Ukraine in terms of sustainable development of the economy, civil society, and the state, increasing the level and quality of life of the population, and observing constitutional human rights and freedoms have been recognised. Thus, Ukraine has active international support in pursuing an independent policy and institutional international and national foundations for the formation of a socially oriented Ukrainian market economy, the development of human capital, and the use of the advantages of the marketing of

values in entrepreneurial activity. Modelling the structural components of the marketing of values corresponds to the purpose and hierarchy of human capital formation, which is clearly demonstrated in Figure 1.

The formation of human capital takes place on micro-, meso-, macro- and mega-levels according to specific concepts with the formation of the corresponding category. Modelling individual and household categories involves the reproduction and development of physiological, labour, entrepreneurial, intellectual potential and socially oriented structure at the micro level. Corporate and regional categories are formed according to the conditions of the socio-economic business model while streamlining corporate and regional formation, and realising intellectual, entrepreneurial and labour potential at the meso level. At the macro level: the national category – when implementing the all-Ukrainian concept of human development as a manifestation of the state's socio-economic policy, and the supranational category – when adapting the concept of human development according to the projects of world organisations. The levels and stages of the formation of the marketing of values are similar. The goal of improving the formation of the marketing of values is the development of human capital. A schematic characteristic of the influence of factors on the formation and development of human capital (force majeure, demographic, social, financial and economic), of the marketing of values, and of the needs on the structure of human capital is presented in Figure 2.

Approximately one-fourth of the territory of Ukraine has changed its free status to a territory restricted for use due to occupation, military operations, and a grey buffer state. This has put forward new requirements for the development of human capital and actualised the peculiarities of using flexible tools of the marketing of values. In conditions of force majeure, which include the Russo-Ukrainian War and the financial and political crisis, the factors of formation of socio-economic impact of the marketing of values on the formation of human capital are limited by the purchasing power of the consumer. They are characterised by the demographic state of the population with a tendency to natural and artificial reduction as a result of a historical downward trend, war, growth of emigrants, and people who left Ukraine; by the insufficient size for full existence of the person of social minimum standards – minimum wage and pension, subsistence minimum, insignificant share of subsidies in expenses, minimised size of expenses and savings, insignificant in comparison with developed countries percentage of remuneration of employees in GDP and a significant percentage of population with incomes lower than subsistence minimum. Factors based on the financial and economic impact on human capital are classified in the context of indicators of the tax burden, the real difference between income and expenditure, the level of the shadow economy, and real and shadow wages. The study made assumptions regarding the determination of the value of human capital: the nominal value was estimated in the national currency, the real value in the "hard" currency – US dollars. The econometric modelling made it possible to determine the influence of socio-demographic and financial and economic factors on the formation of human capital during 2015–2023, which is presented in Tables 2.



**Figure 2.** Peculiarities of the influence of environmental factors, marketing of values and needs on the formation and development of human capital

Source: formed by the authors

**Table 2.** Econometric model of the influence of factors on the formation of human capital

Independent factor X	Dependent factor Y – human capital	Coefficient correlations	Type of connection density	Form of communication, regression equation
<b>Demographic characteristics</b>				
Number of emigrants/departures, thousand people	Nominal human capital, UAH	-0.768	Reverse, high	$Y = 0.66813 - 0.00086 * X$
Natural population decline, thousand people	Nominal human capital, UAH	-0.785	Reverse, high	$Y = 0.300092 - 0.55765 * X$
<b>Social characteristics</b>				
Nominal minimum pension, UAH	Nominal human capital, UAH	+0.978	Direct, very high	$Y = 492.77650 + 5.31979 X$
Nominal subsistence minimum, UAH	Nominal human capital, UAH	+0.984	Direct, very high	$Y = -818.5845 + 4.47271 X$
Real subsistence minimum, USD	Real human capital, USD	+0.931	Direct, very high	$Y = 10.01486 + 3.27386 X$
Nominal minimum wage, UAH	Nominal human capital, UAH	+0.936	Direct, very high	$Y = 1,341.5479 + 1.78850 X$
Share of subsidies in expenses, %	Nominal human capital, UAH	-0.949	Reverse, very high	$Y = 12,916.32 + 20,448.47 X$
Nominal costs and savings, UAH	Nominal human capital, UAH	+0.969	Direct, very high	$Y = -58.68629 + 0.00258 X$
% of wages and salaries in GDP	Nominal human capital, UAH	+0.873	Direct, high	$Y = 12,922.01 + 195.3774 X$

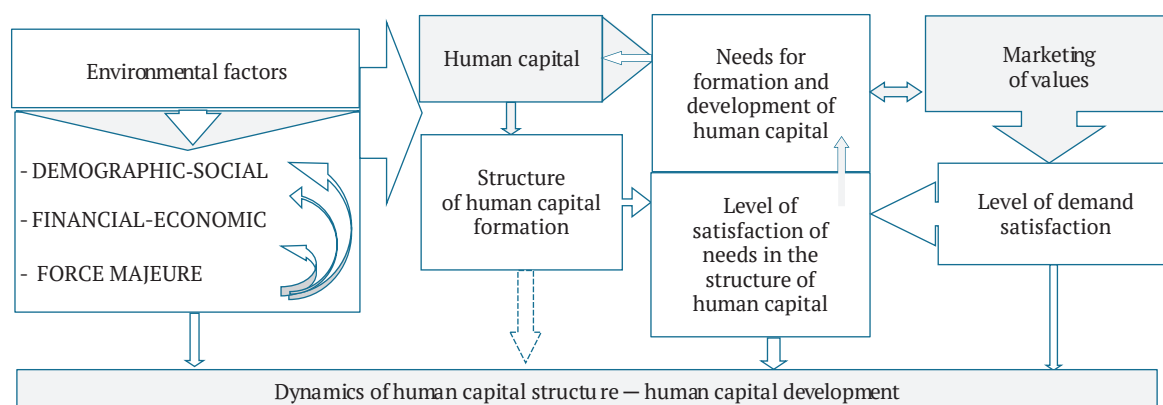
Table 2. Continued

Independent factor <i>X</i>	Dependent factor <i>Y</i> – human capital	Coefficient correlations	Type of connection density	Form of communication, regression equation
<b>Social characteristics</b>				
% of population with income below the subsistence minimum	Nominal human capital, UAH	–0.515	Reverse, notable	$Y = 7,092.25306 - 309.98269 X$
<b>Financial and economic characteristics</b>				
Level of shadow economy, % of official GDP	Real human capital, USD	–0.890	Reverse, high	$Y = 827.10411 - 12.36131 X$
Real difference between income and expenses, \$	Real human capital, USD	+0.913	Direct, very high	$Y = 35.78141 + 4.51457 X$
Tax burden	Real human capital, USD	–0.882	Reverse, high	$Y = 1,059.96053 - 28.82437 X$
Real shadow wage, \$	Real human capital, USD	+0.949	Direct, very high	$Y = 47.58035 + 1.66663 - X$

**Source:** formed by the authors according to the 2015–2023 data of State Statistics Service of Ukraine (n.d.a; n.d.b; n.d.c), World Bank open data (n.d.)

It was found that such independent factors as the “number of emigrants/leavers” and “natural population decline” have a significant negative impact on the value of human capital, estimated by pair correlation coefficients, respectively, (–0.768) and (–0.785), causing its decrease. Social factors of correlation-regression influence on the formation of human capital demonstrate a high level of interdependence. The impact of direct action was characterised by nominal indicators: subsistence minimum (+0.984), minimum pension (+0.978), minimum wage (+0.936), and expenses and savings (+0.969). The higher the percentage of the population with incomes lower than the subsistence minimum, the smaller the size of human capital, which was confirmed by the value of the coefficient of negative correlation influence (–0.515). The higher the percentage of wages of employees in GDP, the more effectively the national economy functions, with a high level of influence of the specified feature (+0.873) on the development of human capital (Table 2).

In conditions of a reducing well-being of the population and its significant dependence on social standards, the level of consumption decreases, and the motivational principles of the marketing of values are updated while ensuring their accessibility. Econometric modelling of the impact of these factors – socio-demographic and financial-economic characteristics – on the development of human capital during 2015–2023 makes it possible to determine the socio-demographic and financial-economic basis for specifying the project of the marketing of values, with the establishment of parameters for managing the formation of the result. The marketing impact assessment model of the marketing of values on the formation of the structure of human capital (Fig. 3) was based on the principle of maximum satisfaction of the consumer with certain characteristics of the product, which always exist, but occupy different places in the system of their values, depending on the moment of consideration of the issue, and combine diverse features of the target direction of the marketing offer.



**Figure 3.** Model for assessing the impact of the marketing of values on the structure of human capital

**Source:** improved by the authors based on E. Golovnina (2023a)

There are two parties to the purchase and sale of a product, who are interested in the same issues for the

purpose of their own satisfaction (product and profit and/or social effect), which, first of all, must find out at what level

of system formation they can be satisfied maximally/minimally. For this, a third party was introduced into the model – the subject of management (individual, company, region, state, world society). Thus, three-dimensional model was obtained for studying the possibility of the maximum degree of manageability of the structure of the marketing of values for optimising human capital and assessing the possibility of influence. In the model, one dimension was represented by the components of the marketing of values. The marketing of values, in this case, combines combinatorial forms of marketing, which are mandatory from the consumer's point of view, but which, in turn, can be detailed to achieve the result. A tree of three levels of marketing goals was systematically built. The highest level was the result of a combinatorial assessment with an indicative goal. It was subordinated to the second level with detailed assessments and their systematisation, which are presented in the process of developing various projects and intermediate stages of implementation. The second level includes elementary assessments of the third level, which are not detailed and are the foundation of the study.

Therefore, the marketing of values was represented by an integrated complex of innovative, socio-ethical, aesthetic, environmental, and omnichannel marketing. The second feature of the model of the impact of the marketing of values structure on the human capital structure was the justification for choosing a specific human capital structure for a particular study in accordance with the purpose and objectives, for example, elemental structures, human capital structures by type of goods, by time characteristics, etc. In this case, the classification of the structure of human capital by constituent elements was chosen, namely, by capitalised contribution to future generations, physiological, entrepreneurial, intellectual, social capital, corporate and transactional effects, and the effect of public goods.

The third feature of the model combines and manages the two previous levels with an orientation towards achieving and optimising the result. It was defined on the basis of the specifics of the first two dimensions, and was represented by a classification of management and entrepreneurship subjects that are common to the marketing of values and human capital formation. For example, it considers such subjects as an individual, a company/corporation, a region, a state, and a world society. It was the third level that implements, on the basis of streamlining management and system expectations, the target effect, respectively, at the personal, corporate, regional, national, and global (supranational) levels. Each level of hierarchy formation has its own characteristics (a set of criteria and scores) of using the marketing of values components in the formation of specific elements of human capital.

Based on the model, a local assessment of the existence/non-existence of the impact of each element of the marketing of values on a specific component of human capital formation was carried out, taking into account specific measures, methods, and tools from the position of management entities (in percentages) to the total number of cells of the conceptual cube. The overall assessment of the impact of the marketing of values on human capital development was determined by the sum of local assessments. The adaptation of the model for assessing the impact of the marketing of values on the structure of human capital

was considered on the example of a roadside infrastructure project organised on the basis of a PPP. The features of the formation of the specified project reflect the state of the competitive environment for modelling the impact of the marketing of values on the state of human capital.

They reveal the features of the influence of high-quality customer service at roadside infrastructure facilities located along the roads (in motels, rest areas, car rental, car repair, gas stations, banking, insurance services, medical care, tourism, and travel organisation), creating a climate of social and individual safety for people during travel by road on highways in the country and abroad during work and leisure as merchants and tourists. This process involves various subjects of management and entrepreneurship (territories, companies, households, *déjà vu*). Human capital, which shapes individual success and the competitiveness of a nation, is the foundation of a household, region, company, industry, and national economy. Intellectual, entrepreneurial, and physiological capital occupy key positions and perform the main functions of socio-economic development, increasing labour productivity, in the development of artificial intelligence and innovation, to ensure sustainable economic growth and achieve social stability. The higher the quality and accessibility of the offer of services provided by the marketing of values complex on the basis of the formation of its specific structure, the higher the quality of structured human capital will be. For example, the physiological component of human capital is influenced through ecological marketing and product standardisation; the entrepreneurial, intellectual, transactional, and corporate component of human capital – through innovative and socially and ethically oriented marketing; awareness of the product and events related to it – thanks to omnichannel marketing, etc.

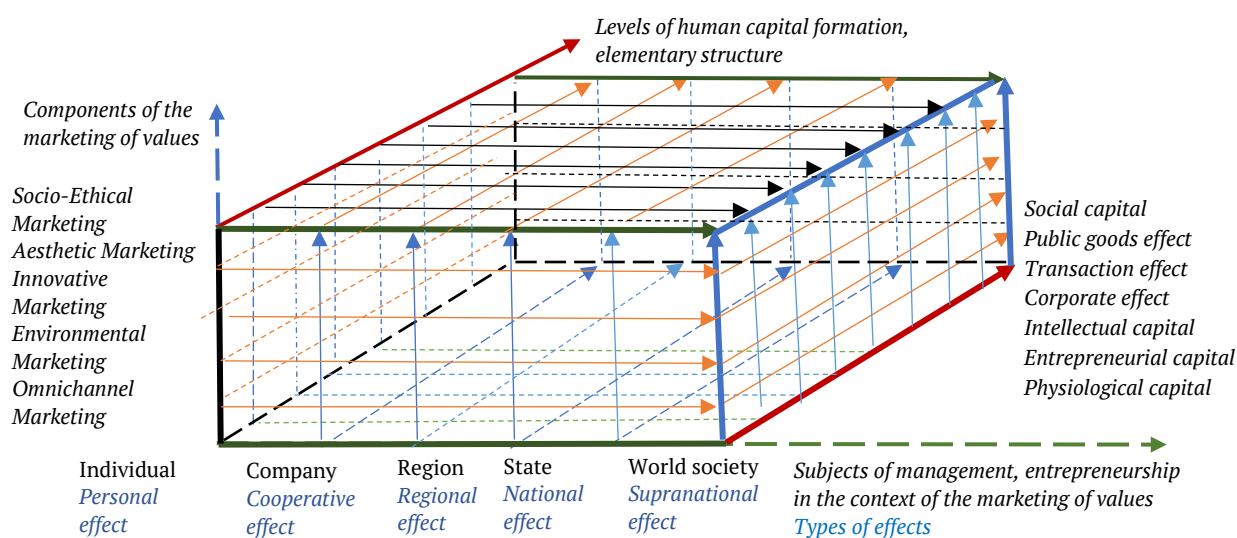
Improving the quality, and accessibility of customer service as well as the level of customer satisfaction with the services provided has a direct proportional impact on the growth of the level of well-being, quality of human capital, and safety of life, and on increasing the efficiency and profitability of the activities of market entities involved in the provision/reception of roadside infrastructure services. At the same time, based on quality services and the creation of motivations for personal development, a person receives an incentive for the growth of labour activity, intellectual, entrepreneurial, and creative work, which leads to the improvement of the marketing of values, its structure, productivity and socialisation of labour, corporate and social culture of relationships, and to increased individual and social well-being. The model of the PPP project for the development of roadside infrastructure combines the interests of various market entities in order to meet individual and social needs with minimal state budget costs and maximise the profits of business structures while increasing the quality and safety of transportation on the basis of equality, pooling of contributions, sharing of risks, costs, and results.

The detailed goals of PPP are the location, modernisation, and construction of roadside service facilities in accordance with international standards, medical care points, and assistance in the event of road accidents. This is a system of relations between the state and business, an instrument of international, national, regional, and

local socio-economic development, which is embodied in specific projects of joint implementation of the state and the private sector on the basis of state, communal, and municipal property. The combination of state capabilities and the realities of the private sector in the efficiency of private investments on the basis of PPP allows attracting private ideas, investments, releasing and effectively exploiting state resources (finance, land fund, etc.), ensuring high-quality infrastructure development. Taking into account the unstable economy, business interest in state support is growing to reduce risks, and improve reliability of investment projects for credit organisations, which corresponds to the Resolution of the Cabinet of Ministers of

Ukraine No. 382 (2018) and the Resolution of the Cabinet of Ministers of Ukraine No. 1550 (2024).

The marketing of values in this area should contribute to maximising awareness and satisfying the interests of consumers when travelling on the roads of Ukraine and be aimed at meeting the needs of a physiological, intellectual, entrepreneurial, and socio-social nature. According to the results of the model for managing the impact of the marketing of values on the formation of human capital in the PPP project of a roadside infrastructure facility (Fig. 4), rating assessments were determined, which allow concentrating marketing activities in specific areas in order to obtain maximum effect.



**Figure 4.** Assessment of the impact of the marketing of values on human capital formation

**Source:** developed by the authors

The coefficients for the overall assessment of marketing components were determined based on the sum of local assessments of each element of the marketing of values. Similarly, the coefficients for the overall assessment of human capital were derived from the sum of local assessments of each component of human capital. Based on the total rating assessment of human capital formation, the first place in terms of influence was shared by measures and techniques of innovative and omnichannel marketing – 26.1%. The second place in influence on the structure of human capital was occupied by socio-ethical marketing – 23.2%, followed by ecological marketing at 17.4%, and finally aesthetic marketing at 7.2%. The assessment of the component-by-component marketing impact on specific elements of human capital revealed the greatest influence of ecological marketing on physiological capital (60%), omnichannel marketing on social capital (60%) and the effect of public goods (50%), innovative marketing on entrepreneurial (60%) and intellectual (50%) capital, and socio-ethical marketing on the effect of public goods (50%).

Therefore, the presented assessment of the impact of the marketing of values on human capital formation groups information according to levels of individual and social value, in line with the criteria of the structure of human capital, the structure of the marketing of values, and the subjects of management and entrepreneurship. Based

on a theoretical and methodological study of the features of the marketing of values and human capital, the formation of their structure was conducted through expert surveys and econometric modelling of factors influencing human capital. Consequently, a three-dimensional model for assessing the impact of the marketing of values on human capital development was built, which opens up opportunities for project management. An adaptation matrix assessment was carried out using the example of organising a PPP in the field of roadside infrastructure, which yielded a toolkit for coordinating the needs and interests of consumers, companies, and the state. At the same time, this toolkit allows adjustment of the input parameters of the constructed model and is valuable for forming and assessing the impact on human capital development strategies at all management levels, as well as for modelling the feasibility of implementing strategic innovative developments and targeted programming.

## DISCUSSION

The results of this study, evaluating the impact of marketing of values on human capital development, are comprehensively substantiated. They include the conceptualisation of the structural components of marketing of values and human capital, identification of influencing factors, and application of econometric models to examine the

value foundations underlying human capital enhancement, as tested within the framework of a PPP project focused on roadside infrastructure. Additionally, an adaptation matrix and a three-dimensional model were employed to evaluate the hierarchical structure of the marketing of values influence and determine its resulting effects on human capital development. This framework differs from existing approaches by its interpretation of the marketing of values structure and the proposed techniques for analysing its impact on human capital development.

In particular, R. Markauskaitė *et al.* (2024) focused on the conflict between green and materialistic values, emphasising its adverse impact on consumer welfare. Using expert surveys, they revealed that increased awareness significantly reduces this conflict, highlighting the role of marketing of values in harmonising consumption behaviour with sustainability. This aligns with the broader discourse on consumer ethics and supports the thesis that marketing of values must integrate components to balance environmental priorities. S.M. Mehdi *et al.* (2024) explored Generation Z's attitudes towards organic food purchases and identified altruistic values, accessibility, and availability as primary determinants of behaviour. Simultaneously, hedonic values foster environmental self-identification. These findings reinforce the idea that marketing of values must be segmented and customised by generation, illustrating how health, sustainability, and consumer identity interlink in shaping market demand. Organic consumption, as argued, not only supports ecological goals but also contributes to national health, complementing the concept of human capital as a multidimensional construct.

P.V. Kadam (2024) provided a comprehensive view on how sustainable branding influences consumer behaviour, loyalty, and company culture. The author emphasises the strategic imperative of aligning corporate identity with consumer values. His conclusions illustrate how marketing of values functions as a bridge between brand ethics and long-term competitiveness, particularly in environments demanding innovation and responsibility. This supports the view that sustainability must be incorporated not only in communications but within the very foundation of business models. S. Bernayt (2021) supported the view that consumers increasingly prefer brands that reflect their own values. The shift towards sustainability has made it necessary for firms to ground marketing messages in ethical frameworks. Sustainable marketing, in this context, builds deeper and more enduring consumer relationships. This insight affirms the relevance of the formation and development of the marketing of values, which includes an environmental component to foster long-term loyalty and market differentiation in its structure.

P. Wang *et al.* (2021) demonstrated how consumers' values – such as exclusivity, conformity, and hedonism – affect their acceptance of sustainable initiatives by luxury brands. Particularly in China and the UK, hedonic motivations were found to influence purchase intentions. These findings highlight the importance of adapting sustainable marketing strategies to cultural contexts, reinforcing the multidimensional structure of the marketing of values that integrates both ethical and emotional appeals. L. Ruippo *et al.* (2022), through expert interviews on sustainable food packaging, concluded that environmental concerns

dominate innovation priorities in this sector, while economic and social considerations are secondary. The study underlines the key role of government bodies and brand owners in advancing sustainable innovation, suggesting that stakeholder-driven governance is critical to embedding values in product development. This aligns with the notion of PPPs in advancing human and ecological welfare through value-based decisions.

U. Golob *et al.* (2022) examined the interaction between sustainability and branding and concluded that aligning brand values with stakeholder expectations is fundamental to reputation management and long-term brand equity. Their emphasis on corporate social responsibility, green image, and ideological alignment further supports the development of a cohesive marketing of values strategy, where stakeholder cooperation is central to value co-creation. P.R. Joyce *et al.* (2024) posited that marketing plays a decisive role in shaping organisational culture and employer branding, affecting talent acquisition and HRM strategies. Their perspective expands the scope of marketing of values to include internal stakeholders and affirms its importance in building human capital within the firm. It emphasises that values are not only communicated externally but also cultivated internally to foster organisational sustainability.

R. Manoharan *et al.* (2024) emphasised the transformative power of artificial intelligence as a tool for value creation, productivity growth, and cross-sectoral development. Their study complements the notion that technological innovation, when aligned with ethical and human-centred marketing strategies, becomes a vital component of both competitive advantage and societal advancement. This insight integrates digital transformation into the broader context of the marketing of values and human capital development. T. Palienko (2023) considered human capital as an element of the innovation ecosystem that stimulates the creation of innovative industries and increased competitiveness, requiring active investment in education and healthcare. P.M. Vorona *et al.* (2023) focused on theoretical aspects, different approaches to measuring efficiency, and factors influencing investments in human capital. Their findings do not consider the marketing of values as a factor in innovation, labour productivity growth, profitability, or the analysis of the investment structure of human capital.

H. Paymash (2023) considered different approaches to the interpretation of human capital, highlighting the category of “human potential of people with special needs”. “Professional marketing”, marketing focused on people in general, and marketing for people with special needs are distinguished (complex of “degree, type, group of disability of persons”, assessment of their potential in the labour market, formation of the offer of professions and jobs with division into workers with intellectual disabilities and with disorders and dysfunctions of various kinds). D. Raiko & I. Krolivets (2023) looked at the influx of marketing personnel (to promote the value of personnel in the company) from the stages of the structure (including inclusive hiring) – on corporate human capital (including the formation of human capital with limited capabilities). Their findings resonate with the conducted research, which demonstrates that marketing of values is considered in the context of various human values. Thus, the theory of human potential

marketing is becoming an integral part of the marketing of values. I. Shevchenko *et al.* (2023) developed a model linking digital technologies with human capital development. Their findings underscore the aim of enhancing economic systems by increasing the human capital index at macro and meso levels through effective digital integration, which supports the authors' thesis on the necessity of considering a multi-level hierarchy in human capital formation for accurately modelling the impact of the marketing of values.

S. Pahuwattanakorn *et al.* (2023) emphasised the importance of investing in human and intellectual capital by developing employees and fostering a culture of learning and innovation to enhance sustainability and competitiveness. Their study demonstrates that human capital is a key resource that increases organisational value and productivity, contributing to long-term economic sustainability in the context of Marketing 5.0, which supports the authors' findings. In conclusion, the influence of marketing of values on the development of human capital and the adaptive quantitative assessment matrix are appropriate across different levels. The findings of this study align with the broader literature, emphasising the role of the marketing of values system in the hierarchy of human capital formation and highlighting the modelling of demographic, social, financial, and economic factors influencing this relationship within the framework of a PPP project involving a roadside infrastructure facility.

## ■ CONCLUSIONS

The hierarchy of the marketing of values management was considered in connection with the hierarchy of human capital management. Modelling the structural components of the marketing of values corresponds to the purpose, hierarchy, and structure of human capital formation/development. To ensure effective demand, the marketing of values must take into account the level of real human well-being in society. The latter was characterised by factors of formation and development of human capital, which have become factors with a high level of influence on human capital, as was confirmed by estimates of correlation-regression analysis. Thus, the correlation coefficients with human capital by factors were: pension size (+0.978), subsistence minimum (+0.931; +0.984), legal (+0.936) and shadow wages (+0.949), natural and "artificially forced" population reduction (−0.768 and −0.785, respectively), the share of subsidies in expenditures (−0.949), and the percentage of the population with incomes lower than the subsistence minimum (−0.515), the share of wages of employees in GDP (+0.873), nominal spending and savings (+0.969), real difference between income and expenditure (+0.913), tax burden (−0.882), and level of shadow economy (−0.890).

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Analysis of the results of the constructed econometric models allowed to substantiate the financial, economic and socio-demographic bases of human capital development as guidelines for the formation of the marketing of values system. Based on the principles of the marketing of values, a three-dimensional model of assessing the impact on the formation of human capital was proposed, which allows for local element-by-element assessments of the marketing of values structure on the elements of the human capital structure and to determine the overall level of impact. Taking into account the above, an adaptation matrix was proposed as a method for studying the interaction of factors for quantitative assessment of the impact of the marketing of values on the structure of human capital. The testing of theoretical justifications for assessing the impact of the marketing of values structure on the structure of human capital was implemented using the example of organising a PPP project in the field of roadside infrastructure. The influence of the marketing of values on the state of human capital reveals the features of high-quality customer service at roadside infrastructure facilities to create a climate of social and individual safety when travelling by road on highways in Ukraine and abroad.

Based on the total rating assessment, the formation of human capital depends to the greatest extent on innovative and omnichannel marketing activities at the level of 26.1%. A significant impact was exerted by socio-ethical marketing in the amount of 18.2%, environmental (15.6%) marketing. Due to the relatively insignificant impact on the formation of human capital of aesthetic marketing (6.5%), the latter needs to be improved. An element-by-element assessment of the impact of marketing on the structure of human capital revealed the greatest impact of ecological marketing on physiological capital (60%), omnichannel marketing on social capital (60%) and the effect of public goods (50%), innovative marketing on entrepreneurial (60%) and intellectual (50%) capital, and socio-ethical marketing on the effect of public goods (50%). It is advisable to continue research in the direction of forming a functional model that can be used to substantiate national, regional, local, and local development projects, taking into account the specification of functions, measures, investments, management tools, executors, and investors.

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## **Маркетинг цінностей в ієрархії формування людського капіталу: структурна трансформація та оцінка впливу**

■ **Анотація.** Людський капітал визначає якість добробуту, інновації, ресурси, конкурентоспроможність компанії та країни на міжнародній арені. Виняткову роль у формуванні його структури відіграє маркетинг цінностей. На основі зазначених міркувань метою дослідження було змоделювати вплив демографічних, соціальних, фінансових та економічних чинників, а також компонентів маркетингу цінностей (Маркетинг 3.0) на розвиток людського капіталу за допомогою динамічного та регресійного аналізу в межах проєкту державно-приватного партнерства. Пілотне дослідження, проведене методом експертного опитування (інтерв'ю та анкетування) у 2022–2024 роках, дозволило уточнити структуру та вплив маркетингу цінностей на формування людського капіталу. Запропоновано тривимірну модель і адаптаційну матрицю для оцінювання впливу маркетингу цінностей на розвиток людського капіталу. Обґрунтовано рейтинг впливу ознак структури маркетингу цінностей: 26,1 % за рахунок інноваційного та омніканального маркетингу, 23,2 % – соціально-етичного маркетингу, 17,4 % – екологічного маркетингу, 7,2 % – естетичного маркетингу. Здійснене покомпонентне оцінювання з'ясувало найбільший вплив екологічного маркетингу на фізіологічний капітал (60 %); омніканального маркетингу на соціальний капітал (60 %) та на ефект суспільних благ (50 %); інноваційного маркетингу на підприємницький капітал (60 %) й інтелектуальний капітал (50 %); соціально-етичного маркетингу на ефект суспільних благ (50 %). Доведено, що ефект формування людського капіталу визначається впливом компонентів маркетингу цінностей. Запропонована концепція, що окреслює вплив маркетингу цінностей на структуру людського капіталу, разом з адаптивною кількісною оціночною матрицею, має бути використана для оптимізації впливу маркетингу цінностей на людський капітал на всіх рівнях національної економіки

■ **Ключові слова:** складові маркетингу цінностей; структура людського капіталу; маркетинговий аналіз; добробут; державно-приватне партнерство