

- сокращение времени принятия решений и как следствие, снижение размера транзакционных издержек;
- сокращение числа ошибочных решений;
- сокращение необходимого для функционирования предприятия персонала за счет автоматизации бизнес-процессов;
- возрастание скорости обнаружения ошибок в процессах предприятия и, как следствие, рост качества управления предприятием.
- рост эффективности бизнес-процессов, связанных с работой склада, в том числе: сокращение количества неликвидов, увеличение производительности работы склада, расширение ассортимента за счет широкой базы поставщиков, а также возможность более гибкой ценовой политики за счет их диверсификации.

Следующий блок представляет собой усиленную информационными технологиями систему взаимоотношений с посетителями и потребителями.

При грамотной организации взаимоотношений с клиентами они становятся перманентным источником данных о рынке, тенденциях его развития, а также о потребностях, в удовлетворении которых существует необходимость. Потребители могут не только служить «системой раннего оповещения» о возникающих потребностях и технологических тенденциях, они способны также помочь в создании концепции новых товаров и процессов.

Применение информационных технологий присутствует практически во всех аспектах деятельности предприятия электронной коммерции. А всесторонняя реализация возможностей электронной коммерции достижима при условии разработки инновационной стратегии развития, в основе которой будет находиться информатизация ключевых бизнес-процессов предприятия.

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### TERRITORY MARKETING IN THE REGIONAL DEVELOPMENT MANAGEMENT SYSTEM

**Abstract.** In this article analysed the organizational-functional, theoretical and methodological principles of marketing of territories in the management system of the development of the region. The essence of marketing of the territory explored and the main directions of using marketing tools in this aspect are substantiated. The factors of the territory's competitiveness are identified, the marketing tools of influence on the investment attractiveness of the region were determined.

**Key words:** management, region, marketing territories, competitiveness of the territory. **JEL Classification:**R1: General Regional Economics M31: Marketing

## **INTRODUCTION**

In conditions of increasing competition, natural conditions and favourable geographic location are no longer the main factors of the attractiveness of the territory. Therefore, marketing of territories is an integral part of economic and social policy of cities and regions. The main task of regional marketing is the ability to "sell" as a commodity the investment attractiveness of the region, create conditions for its economic growth, improve the quality and standard of living of the population.

Territory marketing that encompasses a system of methods aimed at making the region the most attractive place to live and produce is an effective way of supporting regional development, attracting investment and promoting innovation through which you can turn the region into a "pole of growth" and ensure its steady development [Krikavskyy E.V., 2011].

## **THEORETICAL BACKGROUND**

Particular relevance of the study of the development of territories became after the signing by Ukraine of the Association Agreement with the EU. One of the main directions of the implementation of this Agreement is the creation of a free trade zone, which entails the free movement of goods, and increased competition in the domestic market of Ukraine, as well as stimulate the intensification of investment activities in the priority areas of the economy and other its development branches territories. Foreign experience in the formation and implementation of regional policy, in particular the EU countries, shows the application of special management tools, in particular regional (territorial) marketing, in the management of the development of territorial units.

Territory marketing should be an integral part of the economic development strategy of the region. Contemporary challenges leading to the transformation of the state regional policy create the need to find the latest approaches to marketing management of the region, aimed at overcoming territorial imbalances and imbalances, improving the competitiveness of the territories, strengthening their competitive advantages and their own socio-economic potential. In particular, according to specialists, territorial marketing also understands the philosophy that requires the orientation of the entire system of power and management for the needs of target groups of consumers of goods and services territory. The problem of economic development of the regions for a long time is at the centre of attention of domestic and foreign researchers. It is also worth noting that under the marketing of the territory, scientists understand both the marketing of the country and the marketing of a region or city. [Kotler, P., Haider, D. H. and Rein, I. (1993), p. 18].

The expediency of marketing the territories as a means of forming their image and investment attractiveness is considered by O. Pankrukhin. A separate stratum of scientific research is devoted to the definition of the place of marketing in the system of state and regional management.

So, E. Romat [2003] diagnoses the problem of using marketing tools in public administration. John Ashworth defines the marketing of the territory as a process by which local activities are linked as closely as possible to the needs of target clients for the maximum effective socio-economic functioning of this territory [1990, p. 11]. On the peculiarities of the application of marketing technologies in the management of socio-economic development of regions accentuate the attention of [Deineka O., 2004] and [Budnikevich I., 2011] justifies the use of the tools of municipal marketing in ensuring the competitiveness of cities. A means of solving the problems of depressed territories, namely, the industrial cities of the old industrial districts, considers this issue [Dubnitsky V., 2012]. The relationship be-

tween the system of regional marketing and branding of regions and cities is devoted to the research by [Yevdokimenko V., 2012, p. 246].

Taking into account the methodology that marketing is a social and managerial process, marketing of territories should be regarded as a system for managing the development of the region, which provides for a set of measures for the formation and study of regional (local) markets, maximum adjustment of the structure of the region's economy to the influence of internal and external factors, harmonization of interests of sub management and management bodies to ensure the appropriate level and quality of life of the population of the region, stabilization of socio-economic development, region, taking into account the competitive advantages of administrative units [Knyazeva IV., Shevtsova E. V., 2017].

#### ANALYSES AND RESULTS

Marketing of territories occupies a special place in the local policy of formation of territory (space) and aims at achieving the goals of sustainable development of the region. Consider objectives of marketing territories in the development management system. On the figure 1 showed objectives of marketing territories in the development management system.

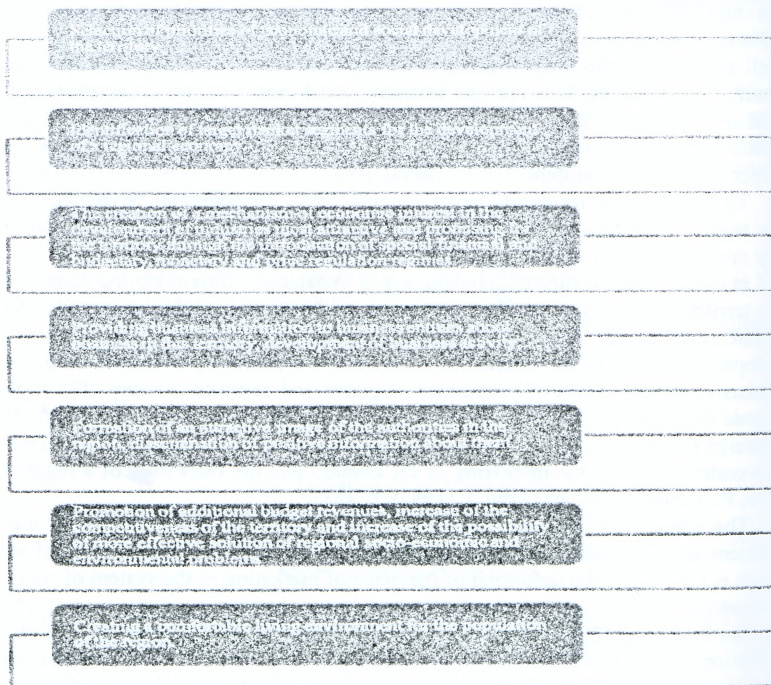


Figure 1 – Objectives of marketing territories in the development management system

Source: Ownre search on the source: Marketing of Territories as an Effective Mechanism for the Development of the Region (2016).

Modern conditions of the development of society, accompanied by increased competition for resources, consumers, markets, objectify the need for the formation of new mar-

keting strategies for the development of regions, the development and implementation of their special spatial policies. It is the territory, its nature, resource support, socio-economic infrastructure potential that determines the competitive position of the region.

To solve these challenges, the use of marketing tools and technologies based on technologies is directed at the territories with certain advantages and interests of potential consumers of this territory. With the help of regional marketing, the competitive advantages of the region are assessed and supported and the level of attractiveness of investments is determined in comparison with other regions-competitors, as well as the parameters of the competitiveness of the administrative-territorial formation as its ability to continuous development on the basis of adaptation to market changes are analysed. To realize its target orientation, marketing of territories produces complexes of measures that ensure. [Gudz P. 2010, p. 124].

The attractiveness of the territories for a person can be ensured through the ordering of coastal lines, the creation of pedestrian, museum, historical or trade zones, the development of architecture. Marketing attractiveness consists of many components that create an attractive image of the territory for its inhabitants and foreigners and form a structural and logical concept for the marketing of the attractiveness of the territory. Most territories would not abandon the development of special features that guarantee them competitive advantages in the rivalry. For tourists, it is often historical and architectural objects. The Parthenon and other buildings of the ancient Hellenes serve for Athens and Greece, the Eiffel Tower and the Arc de Triumph— for Paris, and the Taj Mahal for India. Italia (like many other countries) looks very attractive for its visitors, but only until then, while the tourist is not in contact with a strike of aviation, rail or hotel officials [Kotler, P., Haider, D. H. and Rein, I., 1993].

In modern conditions, regional authorities use special technologies of marketing research to analyse the marketing complex and, accordingly, the product marketing area is a specific territory, service, goods, their combination, a certain idea, a strategy aimed at the development of regional space, to change the structure of the economic system of the region, solution of social problems of the population, achievement of ecological safety, ensuring balanced development. However, the consumer cost of the territory is different for different categories of investors (buyers of a regional product), and the higher it is, the more its characteristics meet the requirements of a particular investment project. Therefore, regional public authorities offer an area that is attractive to a particular business or to various investment projects.

After all, the correct pricing ensures the most efficient use of available resources and leads to the receipt of additional funds in local budgets. According to the regional authorities, it is advisable to develop various marketing strategies for the promotion of the territory to the market (to meet the investor's demand or to satisfy the needs of the consumer of the regional product), which are oriented towards the offering of territories that have either strategic values and advantages or operational opportunities for their use.

The achievement of the goals of balanced development of the region objectively involves the use of special facilities of spatial marketing policy, which can be classified in certain groups (fig. 2).

Source: Own research on the source: Petrynjak U. Y., Krajnik O. P. Prediction and management of socio-economic processes in the region, Monograph / Col. Aut for sciences Ed. Corr. National Academy of Sciences of Ukraine, Doctor of Economic Sciences, prof. VS Zagorsky. – Lviv: LRIT NAPA.

Applying the principles of marketing as one of the innovative tools of regional management enables to increase the efficiency of regional government bodies, to ensure the effectiveness of the implementation of state regional policy, to achieve balanced development of regions. Application of concepts of marketing of territories in the development of eco-

conomic strategies will more successfully attract investment in the regions, increase attractiveness among foreign countries and in general, improve the image of the territories, which will have a positive impact on their socio-economic status. In the prospect of further research, it planned to consider in more detail the specifics of the application of marketing of the territory in a specific region.

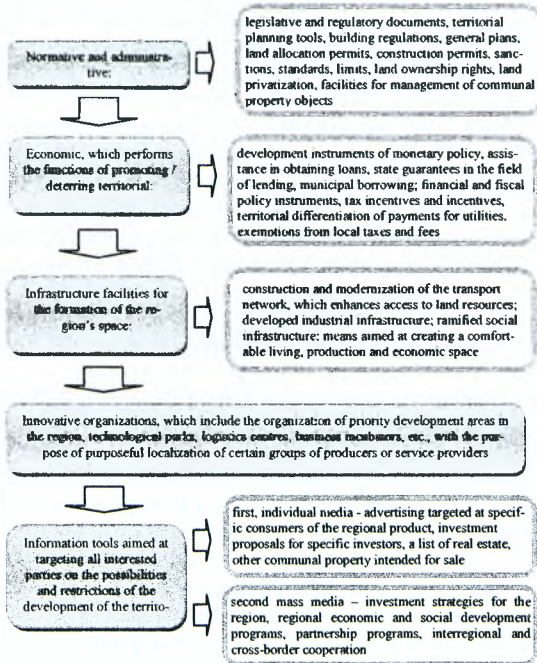


Figure 2 – Special facilities of spatial marketing policy

### Conclusions

Summing up it should be noted that the introduction of marketing of territories into the management of local governments of territorial communities in the regions of Ukraine is an important factor in improving the efficiency of their economy at the current stage of European integration of Ukraine. The prospect of further scientific research in the context of the identified issues is the identification of reserves for building up human potential of territories in the context of deepening European integration of Ukraine. Of paramount importance, however, should be given to studying the experience of EU Member States in training personnel for regional marketing systems, including taking into account the specifics territories of the border regions of Western Ukraine.

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