

**УПРАВЛЕНИЕ РАЗВИТИЕМ ДЕПРЕССИВНЫХ ТЕРРИТОРИЙ:
МАРКЕТИНГОВЫЙ ПОДХОД**

**MANAGING THE DEVELOPMENT OF DEPRESSED AREAS: MARKETING
APPROACH**

ПЛОТНИЦКАЯ Светлана
PLOTNYTSKA Svitlana
LankaS@i.ua



*Харьковский национальный университет городского хозяйства
имени А.Н. Бекетова, кафедра менеджмента и маркетинга в
городском хозяйстве
пер. О. Яроша 12а, кв. 170, г. Харьков, Украина, 61 045*

В последние десятилетия в Украине наблюдается устойчивая тенденция межрегиональной дифференциации территориального развития, что приводит к возникновению депрессивных территорий. Дальнейший рост количества депрессивных территорий, а также отсутствие положительных тенденций в снижении уровня их депрессивности говорит о неэффективности традиционных механизмов регулирования территориального развития. В связи с этим, многолетняя установка на бюджетную «подпитку» данных регионов всё в большей мере должна дополняться акцентом на восстановление и развитие их хозяйственных комплексов. Следовательно, необходим поиск эффективных механизмов регулирования регионального развития, одним из которых и является маркетинг.

***Ключевые слова:** межрегиональная дифференциация, депрессивная территория, развитие территорий, маркетинговый подход.*

In recent decades, in Ukraine there is a steady trend of regional differentiation of territorial development, which results in depressed areas. A further increase the number of depressed areas and the lack of positive trends in the reduction of their depression indicates the ineffectiveness of traditional mechanisms regulation of territorial development. In this regard, long-term installation on budget "feeding" of these regions are increasingly measure should be complemented by a focus on reconstruction and development of their economic systems, therefore, it is necessary to find effective mechanisms for regional development regulation, one of which is marketing.

***Keywords:** inter-regional differentiation, depressed areas, development of areas, marketing approach.*

Introduction. Increasing inter-regional disparities and asymmetries of regional development, caused by not coherent economic policy and transformations in the basic sectors of the regional economy, led to the emergence of so-called depressed territories. Under the conditions the global financial and economic crisis the problems of the "depressed" regions development gained special significance. Therefore now one of the crucial issues is to coordinate the actions of state and local authorities to reduce depressive phenomena.

Analysis of recent research. The problems of depressive areas have been studied at the early 30s of XX century when the economic crisis in the UK appeared depression areas in which had a high rate of unemployment.

The problems of depressed territories development were studied by such scholars as M. Dolishniy, F. Zastavnyi, I. Wanda, V.Koval, V. Kolomiychuk, A. Novikova, L.Shevchuk and others. These and other scientists have proved that depression in the spatial dimension is a result of territorial differentiation. So differentiation and depression have been viewed as interrelated processes, an increase of their level is characterized by negative trends in the region and leads to reduction in a level of life quality.

Also there are very interesting research approaches to the study and building effective mechanisms for public policy for territorial development (O. Belokrylova, S. Glazyev, D. Lvov), including on the regional level.

But despite the substantial number of fundamental elaborations the system views of the methods and conditions of the transfer of the depressed territorial and economic systems in the mode of self-sustainable remain poorly understood. In particular, there are very insufficient studies concerning mechanisms of define of territorial development priorities for ensure positive mesoeconomic dynamic.

The purpose of the study is to identify conditions, strategies and mechanisms of the regulation and support the modernization of the regional economy sustainable depressive type.

Result of research. Scientists in the field of regionalism proved that basic characteristics of the "depressed territory", "depressed region" or "problem area" are no output growth, the presence of social problems (rising unemployment), low level of business activity, as well as reducing the demand for goods and services, etc. Consequently, it is necessary to create effective mechanisms of regulation of regional development, which allow reducing the level of regional disparities and the number of depressed regions. Authorities should base on such prerequisites for determining regional economic policy: differentiated geographical and natural conditions and socio-economic heterogeneity.

There are two general approaches to regional policy:

1. Redistribution policy - tends to flatten income and GDP per capita by channeling resources from richer to poorer regions (e.g., in the form of grants).

2. Development Policy - tends to flatten out positions individual regions by providing additional chances development, eliminating obstacles to the functioning of the market mechanisms and promoting human and productive capital and infrastructure.

But currently at the regional level, the work with depressive territories implies to non-systematic allocation of funds to address acute problems due to the constant decrease in the amount of own revenues of local budgets. Without precise development strategy for such areas their social and economic situation will get worse.

Thereby the strategic approach to depressed territories development should involve elaboration of organizational and economic mechanism of regional policy on depressed territories, which provides structural transformation of the regional economy and reduce the socio-economic differentiation. Strategic approach should be pointed at development of regional concepts, strategies and programs, determination methods and tools for regional management, forecasting scenarios of socio-economic development of the region, the main aim of which is prevent destructive processes.

The most important instrument of such regional policy is marketing approach. Highly developed countries show marketing approach to the territory management provides improving living standards its habitants.

We believe that territorial marketing is marketing, carried out in behalf of interests of the territory, its internal and external actors, which are interested in this territory. Territorial marketing should be an integral part of the regional (economic) policy, which should be aimed at meeting the needs of the main target groups.

The significance of the marketing approach in regional management is the formation of a new way of leaders, a new management philosophy, which is based on maximum satisfaction of the identified needs. Using marketing management decisions takes into account the demand dynamics and market conditions, creates the conditions for regional adaptation of production to market requirements, and promotes the formation of a favorable investment climate.

There are such main objectives of territorial marketing:

- improving or maintaining competitiveness of the located regional enterprises in industry and services;
- enhancing the citizens' identification with their territory of residence;
- calling in new business and resources to the region.

The second rank goals include improving governance, enhancing cultural attractiveness and improving the region's infrastructure. Without work in this direction substantial

progress with respect to the above-mentioned main objectives is unthinkable. Moreover applying the marketing approach helps to reveal the potential of the territory.

When choosing a particular strategy among other factors we should consider:

- particularities of the social and economic situation in the municipal education, state infrastructure, municipal transport, trends in the labor market, etc.
- financial capacity of the municipality;
- strategic priorities of social and economic development of the municipality;
- developed image of the municipality.

Among the major marketing strategies implemented at the territories have been allocated marketing image, attractions and entertainment, infrastructure and personnel.

It is expedient to consider their content in relation to the level of the territory. In the presence on the territory of historical and cultural attractions, unique natural features, it is advisable to choose attraction marketing. For science cities, municipal education should develop human capital, because development scientific and technical potentials include use marketing staff. The application of traditional information and communication tools to achieve territories development is not able to provide the necessary level of management flexibility. In addition, this process is quite expensive that is very significant under the conditions of limited local financial resources. So for the depressive territories with strict financial resources it is reasonable to use low-cost technology: to form image, to develop competitive advantages. For these areas, there is another direction - bring together different regions, including different levels of development and different marketing potential.

Development of marketing potential is an important task for the depressed territories. In general, marketing potential of the territory has been formed by external and internal factors.

External and internal factors are determined on the basis of the overall marketing attractiveness of the area. Marketing attractiveness of the territory is defined by the ability of the territory to form its value for different groups of consumers. It

is based on the overall territory attractiveness, which is formed and developed on the basis of social, economic and environmental potentials (Fig. 1).

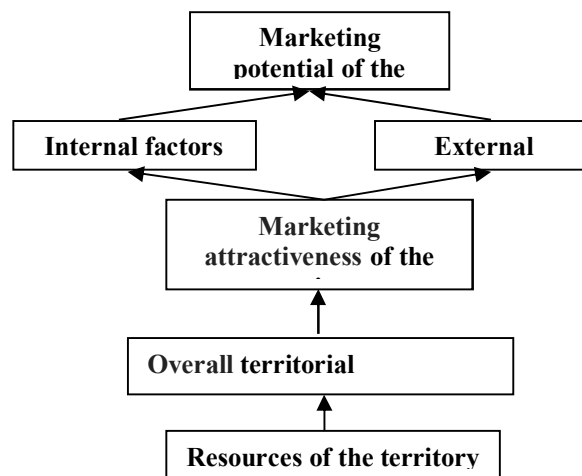


Figure 1. Formation the mechanism of the marketing potential of the territory

Thus, the total potential of the territory and its resources are the basis for the formation of marketing attractiveness of the territory. Internal factors form the basis of the marketing potential of the territory. External factors affecting the development of the marketing potential of the territory are the ability to attract external resources for the implementation and development of marketing activities to promote the territory on the market geoproducts.

Marketing potential of the territory is a collection of resources and abilities to use them for the implementation of marketing activities but marketing attractiveness of the area is the ability to mobilize resources for the implementation of marketing activities. However, it is important to note that these two concepts are interrelated because, on the one hand, marketing attractiveness of the area is able to attract the necessary resources for the development of the marketing potential of the territory, and, on the other hand, the potential, then, determines the attractiveness of the area.

Thus, the marketing potential of the area can be defined as a set of resources of the area, as a result of the interaction which is formed attractiveness of the area for different groups of consumers.

External factors influence primarily in terms of resource mobilization. Among such

resources include human, financial, intellectual and other resources. All of this can contribute to the dynamic development of the area and promote marketing activities to build programs of promotion territory.

Initially, any territory has a certain potential, which arises as a result of the availability of basic resources and reproducible ones. At this level, an active role of the state should be carried out through the government and territorial entities and other public organizations, whose activity is to develop strategies and implementation of measures for the development of territories. One of the key tasks for them is the formation of attractiveness of the area for a business structures as a category of consumers. Implementation of this task will be associated with the conversion of existing resources to the competitive advantages of the territory that subsequently would be the basis of its customer value to the business. This will create a demand for territory on the part of potential investors, which, in turn, will invest financial resources in different sectors of its economy. This process would affect the level of reproducible resources development such as personnel, technological resources, as well as the infrastructure and transport development, social stability in terms of providing employment, creating favorable conditions for life, etc. As a result of the activation of entrepreneurial activity in the

territory and the implementation of its investment potential impact on the level of the marketing potential of the territory and change its resource base.

Conclusions. Thus, the formation mechanism of the marketing potential of the territory is realized through the process of converting resources into competitive advantages of the territory that determine its appeal to different groups of consumers, on the one hand. On the other hand, the effects of increasing consumer value of the territory, based on its attraction, would promote to increase the level of reproducible resources and to develop basic hidden resources. This would increase the demand on this territory from the all major categories of consumers. For more organic inscribing mechanism of formation of efficient marketing potential in the institutional specificity of the territory should be used the model of the development of core competencies in the region.

Thus, in this paper we have tried to outline the mechanism of formation the marketing potential of the territory on the basis of the resources concept. We believe that this approach is most effective for implementation in the depressed areas because allows revealing the hidden resources of the territory and organized the interaction between different types of factors for inter-regional economic integration different regions.

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