

Marketing of Territories in the System of Tasks of Managing the Sustainable Development of the Regional Economy and Transport Network



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Abstract The article discusses the problem of increasing the effectiveness of marketing of territories on the example of priority socio-economic development area (PSEDA) of the Russian Federation. It describes the theoretical provisions on the nature, goals, advantages of priority development territories and concluded the importance of marketing places in the implementation of strategic vectors for overcoming the economic and technological backwardness of regions and cities. At the same time, based on an assessment of the existing practical situation, it was determined that the PSEDA do not have the expected population of residents (investors). As a result of a selective study, the general problems of promotion, and individual shortcomings in the organization of the information support system for the target audience, in the use of the basic factors of positioning the territories of advanced development were identified. The best practices of applied marketing are systematized and additional ways of increasing the attractiveness of territories are proposed.

Keywords Place marketing · Sustainable development · Regional economy · Transport network · Priority socio-economic development area

1 Introduction

In the economy of the Russian Federation at the moment, the priorities are neo-industrialization, innovative development, social orientation, elimination of regional differentiation, including through the development of a transport network. The

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emerging trends determine the development of new forms of state support for regional economic systems. One of these forms is the creation of advanced socio-economic development areas (PSEDAs), the conceptual foundations of the functioning of which are laid in the theory of growth poles [1], in the cluster approach of M. Porter [2], etc. PSEDA implements the principle of state protectionism. The peculiarity of PSEDA in comparison with special and free economic zones is that they are positioned not only as sites with tax preferences, but as a concept of socio-economic development, supported by infrastructure projects. For example, the results of the research of N. V. Kashina confirm that the residents of newly created priority development areas in the Far East have more competitive and preferential terms for business in comparison with the residents of special economic zones and zones of territorial development in the Russian Federation [3].

The legislation emphasizes state funding for the construction and maintenance of the future infrastructure of the PSEDA. Priority Social and Economic Development Area are considered as territorial “points” of industrial and innovative development, which are based on the organizational and economic mechanism that reform and increase the efficiency of socio-economic development of regions and activate transformation processes in the regional economy of each constituent entity of the Russian Federation [4]. Functionally, PSEDA can be industrial, technical and innovative, port, tourist and recreational, logistic. At the same time, the greatest potential for regional development lies in industrial PSEDA. Significant advantages of the effective functioning of PSEDA are the facilitation of interaction between companies [5, 6], which allows them to quickly solve the problems of innovative growth, improve the quality of human capital, and develop depressed and strategically important territories.

Despite the postulation of attractive business opportunities and conditions, attraction of investments in Russian PSEDAs is proceeding at a slower-than-expected pace. Only in a few regions of the Russian Federation there is a positive impact of the functioning of PSEDA on the regional economy. There are problems of constructing a mechanism for mutually beneficial interaction between management companies of territories of advanced socio-economic development with the authorities of the regions of the Russian Federation, municipalities, residents, investors [7]. Researchers also point out the difficulties in the development of the PSEDAs associated with the excessive centralization of power in the hands of management companies, the lack of unified databases and methods for assessing the results of the functioning of the PSEDAs [8]. On the example of Primorsky Krai, it is substantiated that with the existing dynamics of investments in fixed assets and real incomes of the population, the index of industrial production in the coming years will have a steady downward trend [9]. But despite the existing problems, PSEDA are considered as promising mechanisms of regional development in terms of attracting foreign investors [10, 11].

One of the reasons for the insufficient effectiveness of the PSEDAs, in our opinion, is the unsatisfactory marketing and promotion of places. Although the results of marketing activities are often implicit, they create intangible assets of the region that are important for its positioning and for attracting target audiences, including investors. An extremely important and urgent issue of the long-term performance of

PSEDAs is to ensure their marketing support. In the context of this problem, this article focuses on one of the ways to solve many problems of the PSEDAs development, namely, improving marketing and identifying “bottlenecks” in the PSEDAs promotion system.

2 Methods and Methods

The object of research in the work was thirty advanced socio-economic development areas, created in 2016–2018 and selected according to the principles of ensuring geographical diversity and the presence of a history of existence. Based on the desk research method, Internet resources about PSEDAs were studied. The audit of the marketing tools used by the PSEDAs was aimed at identifying general problems and specific shortcomings of the promotion system, as well as determining the degree of representation of information about the PSEDAs. Analysis of the practice of attracting investors allowed us to summarize the best practices. As a result of theoretical and practical research of the problem, the main directions of improving the marketing of PSEDAs are determined.

3 Results and Discussions

The study showed that only 23% of the PSEDAs from the sample ($n = 30$) have their own sites that demonstrate the specifics of investment and business development within these locations. The fifth part of the PSEDAs informs potential residents about the conditions and preferences through the investment portals of the region. About 47% of PSEDAs are presented on the websites of the administrations and governments of the region and the municipality. 10% of PSEDAs promote themselves through the websites of regional development corporations.

More than 40% of PSEDAs, in which a marketing audit has been carried out, have up to 5 residents, about 47% of PSEDAs have from 6 to 15 residents and only 14% of PSEDAs have more than 16 residents. Summarizing information on the degree of filling the PSEDAs sites with information required by the target audience is given in Table 1.

It was determined that information on tax preferences and requirements for a resident is reflected in most of the surveyed PSEDAs (97% and 83%, respectively). The rarest positioning factors found in the means of promoting PSEDAs (Fig. 1) are the concept of territory development (only 20% of respondents present this factor), the socio-economic characteristics of PSEDA (23% of information sources about PSEDAs have such data) and video materials about PSEDAs (there are only 33% of the territories). It should be noted that the positioning factors missed by many PSEDAs are, at the same time, quite significant when making investment decisions.

Table 1 Sample form for marketing audit of PSEDAs sites in the Internet

PSEDA	Informational aspects about PSEDA on the Internet								
	Resident requirements	Tax preferences	The procedure for obtaining resident status	Investment sites	Current residents	Socio-economic characteristics of PSEDA	Possibility to submit an online application	Availability of video materials about PSEDA	PSEDA development concept
Abaza (Khakassia)	+	+	+	-	-	-	-	-	-
Anzhero-Sudzhensk (Kemerovo region)	+	+	+	+	+	-	+	-	+
Bakal (Chelyabinsk region)	-	±	±	-	-	-	+	+	-
Belebey (Bashkiria)	-	+	+	-	-	-	-	-	+
Vargashi (Kurgan region)	+	+	+	+	-	-	-	+	-
...									
Sarapul (Republic of Udmurtia)	+	+	+	±	-	-	±	-	-
Ruzayevka (Republic of Mordovia)	+	+	+	+	+	+	+	+	-

Note: “+” – complete information, “-” – lack of information, “±” – partial or excessively aggregated information

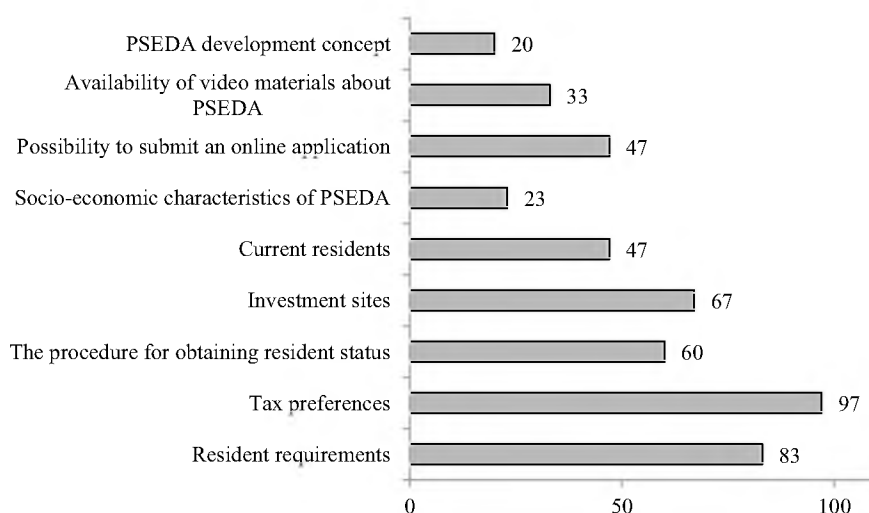


Fig. 1 Representation of key factors of positioning of PSEDAs in the means of their promotion, percentages of the number of sample territories

As a result of the marketing audit, the authors of the article identified such problems of promoting PSEDAs, such as:

1. The problem of incomplete or incorrect positioning of PSEDAs as a phenomenon in the media. Example: TASS in the headline of a news article informs that “unlike the existing special economic zones and zones of territorial development, PSEDAs are created for specific large investors” (27.08.2015, <https://tass.ru/info/2215388>), although the Federal Law of December 29, 2014, No. 473-FZ (as amended on July 26, 2019) “On the advanced socio-economic development areas in the Russian Federation” defines individual entrepreneurs or commercial organizations as residents of the PSEDA.
2. Ambiguous information on the official websites that post data on the PSEDAs. For example, the Development Corporation of the Republic of Karelia (<http://kr-rk.ru/ishchem-investora/territoriia-operezhaiushchego-sotsialno-ekonomicheskogo-razvitiia-nadvoitsy-promyshlennyi-park-nadvoitsy>) informs about five types of economic activities permitted in the territory of the PSEDA Nadvoitsy. However, the Investment Portal of the Republic of Karelia (<http://kareliainvest.ru/acts/territoriya-operezhayushchego-sotsialno-ekonomicheskogo-razvitiya-nadvoitsy/>) reports 19 established activities for PSEDA Nadvoitsy.
3. Incompleteness of information and multiple sources of information about PSEDAs on the Internet. For example, information about PSEDA Yuzhnaya (Sakhalin Region) can be found on the websites of the Corporation for the

Development of the Far East (https://erdc.ru/about-tor/#anchor_statistics), the site “Industrial Parks of Russia” (<https://russiaindustrialpark.ru/toser-yuzhnaya>), the Investment Portal of the Sakhalin Region (<http://investinsakhalin.ru/ru/toser/yuzhnaya/>), but in each of the sources the information is presented in part, and even in aggregate form, all sources do not provide complete initial data for the investor...

4. The problem of the initial depression of the PSEDA, which means the lack of suitable infrastructure and comfortable living conditions for the population. Some PSEDAs were created after the bankruptcy of city-forming enterprises (for example, JSC Ufaleinickel) and cannot replenish the lost economic potential in depressed territories.
5. The problem of information retrieval. In Internet search engines, information about PSEDAs appears only when the term “PSEDA” is indicated in the name of the territory. If only the name of the city is indicated, the information about the PSEDA is absent in the first lines of the search.
6. Infrastructure problems: poor quality of roads, insufficient capacity of resource-supplying stations (gas, electricity, water, etc.). In particular, such problems are noted in the city of Chapaevsk (Samara region).

During the audit, the “best practices” of promoting PSEDAs were identified (Table 2).

4 Summary

As a result of the conducted marketing audit, it can be concluded that the applied measures to promote PSEDAs are insufficient. Additional methods for promoting

Table 2 Promotion tools in relatively successful Russian PSEDAs

Promotion tool	The essence of the tool	PSEDA
Direct instruments (focused on direct attraction of investors)		
Events		
Forum “My Business” (with headliner Tina Kandelaki)	Annual. Location: Rostov-on-Don. Tasks: informing the business community about measures of state support and opportunities to create and develop their own business, the formation of the institute of mentoring and assistance to novice entrepreneurs in starting their own business	Gukovo (Rostov region)

(continued)

Table 2 (continued)

Promotion tool	The essence of the tool	PSEDA
Russian Forum “Monocities. Business Success “	Key areas of the event: projects to improve the local business climate, free full-time and distance educational programs for small businesses, a public reception on entrepreneurs’ problems, discussion sessions on priority areas of small business. Includes a special stage of the National Business Success Award for representatives of single-industry towns	Novokuznetsk (Kemerovo region)
Investment picnics	Annual. Negotiations and rest (barbecue, music venues, concert numbers, flash mobs). Participants: federal officials, large businessmen, potential investors	Kumertau (Bashkiria)
Infrastructure and institutional forms of promotion		
Accredited sites with completed engineering infrastructure, services, land plots and/or premises for rent or ownership	Industrial Site “Equipment Base”, Industrial Site “EcoTechno-Park”, Industrial Site “Profthermo”, Industrial Park “Development”, Business Incubator “Center for Business Incubation”, Industrial Park “Chelny”, Kama Industrial Park “Master”, Industrial site “Ecofood”	Naberezhnye Chelny (Tatarstan)
Permanently functioning institutions to support entrepreneurship	Territory Development Agency, Union of City Entrepreneurs, Support Center for the Development of Youth Entrepreneurship. Functions: consulting, supporting, accompanying, training, providing interaction	Kumertau (Bashkiria)
Additional benefits/preferences	Free customs zone regime, reduction of the tax rate on the extraction of minerals	Chukotka (Chukotka Autonomous Okrug)
	Shortened terms of inspections, preferential rental rates, a free customs zone regime, which assumes duty-free and tax-free import, storage and consumption of foreign goods	Sarov (Nizhny Novgorod region)

(continued)

Table 2 (continued)

Promotion tool	The essence of the tool	PSEDA
Information and narrative means of promotion		
Additional brief informational materials for potential investors on the PSEDA websites	Checklist, memo presentation, which presents an example of monetizing the benefits of residents	Vargashi (Kurgan region)
Translation of information about PSEDA into English	A booklet posted on the PSEDA website in English (in addition to Russian)	Belogorsk (Amur region)
Additional information on the possibilities of additional regional and federal support	Microfinance Fund of the Kurgan Region, Guarantee Fund for Small Businesses of the Kurgan Region, Fund for the Development of Single-Industry Towns	Vargashi (Kurgan region)
	Industrial Development Fund of the Chelyabinsk Region, Fund for the Development of Single-Industry Towns, Financial Support Measures for Investment Projects, Register of Support Measures	Verkhny Ufaley (Chelyabinsk region)
Using social networks to promote PSEDA	Creation and systematic filling of a page on the social network Facebook	Chusovoy (Perm Territory)
Territory branding	Development of the slogan and logo of the territory. Examples: “Business in Gubkin. Easy”; “Chelny. Invest. Work. Live “,” Kumertau - a city of comfortable investments “	Gubkin (Belgorod region), Chelny (Ta-tarstan), Kumertau (Bashkiria)
Indirect promotion tools (focused on creating a favorable atmosphere of the place)		
Creation of parks	Creation of the Vzletny park with the illusion of being at the airport on the runway with planted apple trees (more than 300 trees)	Kumertau (Bashkiria)
	Creation of a landscape park	Belebey (Bashkiria)
Clean games	Team competition for the collection and sorting of garbage, which are held in contaminated areas. Participants gain experience in sorting waste in a fun way. In one game, 100–200 people collect tons of garbage, half of which is recycled	Cheremkhovo (Irkutsk region)

PSEDAs should be focused not only on the key audience of investors, but also on other significant consumers of places (local residents, tourists, business operating in the territory). It is recommended to use such additional tools for the marketing attractiveness of PSEDAs, such as:

1. Tools related to information saturation of PSEDAs sites: demonstration of competent planning of territorial development; demonstration of the prospects for inter-regional cooperation, interregional projects; placement of investment proposals on the PSEDAs website; production of high-quality presentation material and PSEDAs, its industrial parks, investment sites, creation and constant updating of the PSEDAs investment passport, its submission on the website in info-graphics format.
2. Instruments related to the procedure for registering the status of a PSEDAs resident: reducing the time for examination of investment projects; support of investment projects: from an idea to a working object within the framework of an investment agency service (as, for example, in the city of Cherepovets, Vologda region, <http://ia-cher.ru/agency/service/>).
3. Instruments related to the development of interactions within the PSEDAs network and outside it: the formation of a nationwide network of innovative and investment regional structures with an appropriate system of cooperation relations between them; establishing interaction with academic business incubators, universities, research institutes, thought factories; introduction of the practice of holding project sessions with heads of municipalities to develop and adjust the plan and exchange best practices to attract investors.
4. Tools related to the marketing of PSEDAs: conducting marketing research on the perception of territories with the subsequent implementation of a set of measures for their repositioning; development of a strategy for the development of tourist services in the region and its municipalities at project sessions; development of a brand book and corporate identity for PSEDAs and bringing external communications in line with them (example: Sarapul, Udmurt Republic); availability of an accessible channel of operational communication with the head of the PSEDAs on Twitter, through a personal mobile number, etc.; placement of proposals of top officials of the territory for investment sites in social networks; popularization of PSEDAs: mass media (advertising, magazines), exhibition forums, organization of special events; holding a forum (with the participation of regional leaders) on the investment attractiveness of the territory with a presentation of the experience of the first investors and best practices; strengthening of centralized PR.
5. Instruments related to federal, regional, municipal administration in relation to PSEDAs: setting priorities in the sectors of the economy to attract investment; determination of points of economic growth; organization of a cluster, the presence of which increases the investment attractiveness of the territory; preparation and use of templates for creating PSEDAs portals; increasing the availability of qualified personnel, ensuring conditions for labor migration; development of infrastructure outside the PSEDAs.

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