



Formation of the Regional Marketing Strategy for the Modern Transformation of Public Administration

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ABSTRACT

The article examines the essence and tasks of regional marketing in the modern transformation of public administration. The main groups of regional marketing strategies are characterized: image marketing, attractiveness marketing, population marketing, infrastructure marketing; there is high competition. The importance of forming the region's marketing strategy in the context of international globalization and hyper circulation of the digital and information environment is noted. An algorithm for assessing the competitiveness of a region is presented, and a process model of the mechanism for implementing a regional marketing strategy is considered.

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Formación de la Estrategia Regional de Marketing para la Transformación Moderna de la Administración Pública

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1. Introduction

For many countries, the basis of the current regional and territorial policy model is the ideology of "patronizing the laggards," carried out against the background of competitive market rhetoric. The so-called "territorial goods" produced by the regions are generally uncompetitive.

Therefore, within the framework of the transformation of public administration, it is essential to introduce market principles into the activities of subnational administrations, create motivation to develop competitive and cooperative strategies, and intensify the use of marketing tools [1-3]. The principle of territorial development policy should be the freedom of the regions to choose their specialization in the territorial division of labour and the definition of key competencies. The technology for realizing this need is regional marketing.

At present, territorial structures are becoming more and more independent economic entities within the country and the world economy as a whole. We live in a world where the importance of regions and cities as places of competition and strategic planning is growing. In many countries, a model of regional competition based on the paradigm of focused development is being introduced, stimulating provincial and municipal administrations to take the initiative in the development and implementation of competitive strategies of a systemic, functional and sectoral nature. Thus, an evolutionary impulse is created to change the economic system of models of behaviour of spatial formations as associated subjects of the market economy. And although the increase in the independence and activity of regions and cities in many countries is unstable and rather painful, this trend is clearly manifesting itself.

Without a marketing strategy, a city or region is a loosely structured conglomerate of assets localized within the administrative boundaries, burdened with social obligations. Globalization, regionalization and glocalization of economic activity lead to the fact that places, like goods and services, need skilful marketing [4-5]. Territories firmly guided by an overall marketing plan will be able to develop a reference model that is flexible and avoids ill-conceived decisions. The critical role of strategic marketing planning for the modern transformation of public administration in the competitive success and sustainable development of cities and regions is becoming increasingly evident.

Changing the prevailing perception of regions is the basis for introducing the marketing paradigm into territorial strategic management.

As an object of strategic regulation, a region is institutionally separated from the external environment and possessing systemic properties, a heterogeneous economic space of a mesoscale, formed by endogenous factors and reserves, irreversibly and unevenly evolving in the system of exogenous resources and economic conditions, represented by a territorial community with common interests and values. This definition implies the key properties of the regional economic space – its systemic heterogeneity within the framework of integral cohesion and the fundamental unevenness of evolution, which stimulates to overcome the illusion about the possibility of levelling the levels of socio-economic development of regions on a national scale.

As a subject of strategic development, the region is a socially responsible multistakeholder spatial corporation. Regions, like modern companies, become a kind of moral agents of society, and the range of their interests includes, along with ensuring sustainable growth of GRP and solving social problems, meeting the needs of a wide range of stakeholders, beneficiaries, stakeholders, including investors, tourists, entrepreneurs, local population, various social groups and the state [6-7].

Regions, interiorizing the market mechanism, increasingly acquire the "extended enterprise" format, which appears as a nodal element in a network of interconnected internal and external stakeholders that create, maintain and expand its market opportunities.

2. The importance of the formation of the marketing strategy of the region

The formation of the marketing strategy of the regions is crucial for modern public administration for several reasons.

First, this is due to the new dominant logic of strategic territorial management, within which market methods complement administrative methods of regulation, the latter being increasingly important.

Secondly, competition between the regions for investors, residents, tourists and sales markets is intensifying, and the regions are becoming "territorial platforms" for integrating the business into the global environment.

Thirdly, the modern market economy is an "experience economy" in which the most limited resource is the attention of consumers, which increases the importance of creative cognitive technologies and intangible assets (image, design, identity, brands).

Fourth, the global expansion and hyper circulation of the digital and information environment create fundamentally new opportunities for promoting the brands of territories and the threats associated with them: information forms everything, including the competitiveness, sustainability and security of regions.

Public administration pragmatists often see in the marketing of regions the use of exclusive marketing tools, especially advertising, promotion and sponsorship, to increase the visibility and improve the territory's image [8-9].

Officials of the old formation understand regional marketing as a set of responsibilities. To do this, appoint a person responsible for it in the administration or even form a special enterprise that conducts regional marketing. Most often, this happens with an information and PR bias, mainly for political or pre-election purposes.

However, in the modern world, regional marketing is an advanced idea, a philosophy that requires focusing on the needs of target groups of buyers of services in the territory [10]. Not one administration department or a particular enterprise, but all those responsible for the fate of the region should be guided by the needs of customers and target groups and create better competitive advantages compared to other territories for the benefit of customers.

Also, for the successful development of the region, it is essential to develop marketing strategies and translate them into the internal and external environment of the region (Fig. 1).

Territorial marketing fundamentally cannot have an unambiguous, universal interpretation since its specificity is determined by the "depth" of integrating the marketing paradigm into the territorial development management system.

Territorial marketing in the narrow sense is a separate function of the strategic territorial management system associated with forming a city or region's brand and creating a positive image to enhance the promotion of local products to foreign markets and attract tourists and investors and achieve other strategic goals. In essence, territorial marketing is identified with territorial branding.

Territory marketing in the broader sense is an integrating mechanism of "end-to-end" market orientation of the strategic territorial management system, including unique methods, tools, forms and channels of influence. At the same time, marketing is put on a priority position and connects all the processes of managing the development of the territory, orienting the administration towards the perception of the population, local business and non-residents as a kind of consumers of the services provided by the territory. In fact, the marketing of the region acts as customer-oriented territorial management.

Figure 1. Internal and external region marketing environment



Territorial marketing in a broad sense is a corporate ideology of interaction between the authorities, business and civil society, which is formed based on territorial identity, the benchmark of which is wide popularity and brand recognition, the priority is the needs, interests and values of stakeholders, the imperative is the degree of brand loyalty and the accumulated reputation capital. Ideally, territory marketing is the market-based mindset of the residents of the territory as co-authors of change. In an instrumental sense, territorial marketing, expanding the concept of "new public management", is a model of strategic territorial management associated with the system integration of social and market imperatives into all administrative, socio-cultural and business processes of the region and into its strategy as a whole by taking into account interests and expectations internal and external stakeholders to accumulate reputation capital and maximize brand capitalization.

The active adaptation by regions and municipalities of the principles of social responsibility of business as a mental trend has led to a progressive transition from the concept of territorial marketing based on social-cause marketing to regional social marketing, which orients the entire market strategy of the region to meet the expectations of stakeholders constantly [11-12].

In this case, the main task is to change the behaviour model of the region and the mentality of its residents, rather than the classical information about the advantages and achievements of the area, which is often the key goal of marketing strategies and programs for branding territories.

The dynamics of the internal development of regions can have both positive and negative trends. The first is characterized by the location of new economic sectors in the region, a growing supply of jobs, an attractive standard of living and, as a result, an influx of investments, residents and visitors. But an overabundance or disproportionality of these positive phenomena can lead, on the other hand, to rising prices for real estate, overloading infrastructure, and social discontent. Raising taxes to overcome the disadvantages leads to an even greater loss of attractiveness of the territory.

From the outside, the territorial development, both positively and negatively, is influenced by such forces as global competition, scientific and technological progress, the state's regional policy, and other factors.

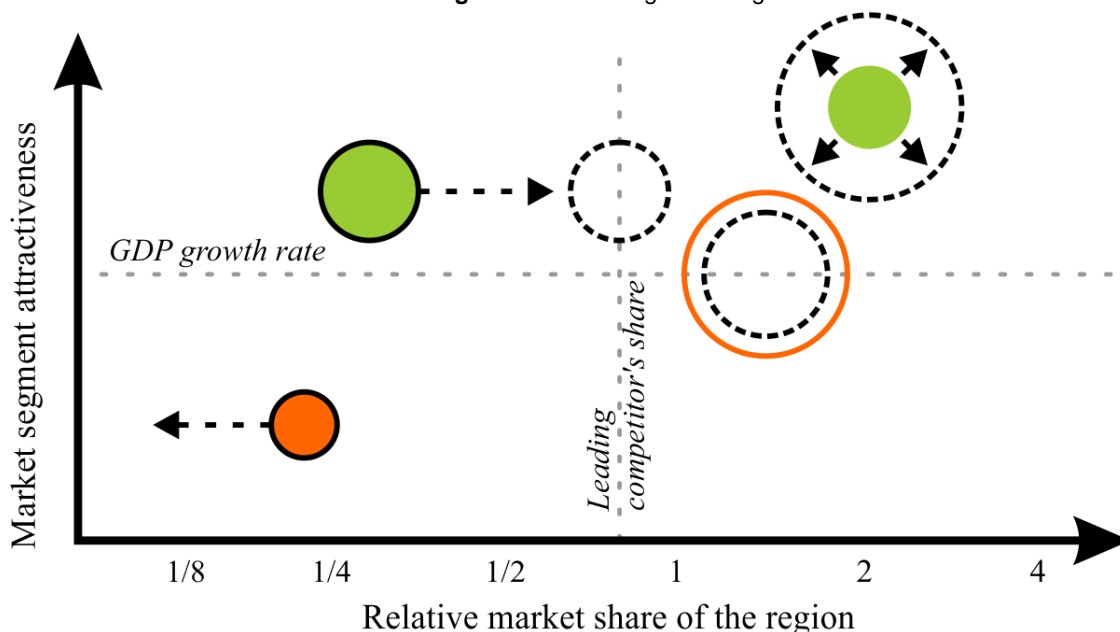
As a result, the regions are integrating into the global economy and are forced to compete more and more with each other in the struggle for investment and skilled labour, as well as to meet the growing level of population needs for quality utilities and quality of life.

The territory from a simple place of holding economic actions becomes a seller of goods and services, i.e. an equal participant in the market. The locality is sold as a commodity that has its own value and utility. Thus, we are talking about the marketing of regions as an integral part of regional policy.

3. Assessment of the competitiveness of the region

One of the initial and defining functions of the marketing of regions is their positioning among other regions and international markets. It helps the regions and the centre to see in which areas of activity and markets a given region should play the role of the leader of the domestic economy, in which – to act in a partnership model, and from which - to leave. This positioning involves identifying the proportions between the sales of the leading groups of goods in specific sales markets in comparison with the leading competing region, as well as determining the prospects for active efforts in particular markets in connection with the level of their gross domestic product per capita and the share of sales in the sales structure of the regional goods, taking into account the level of development of the market and social infrastructure (Fig. 2).

Figure 2. Positioning of the region



The attractiveness of a market segment is assessed, for example, as the ratio of the growth rate of per capita gross product in a given market segment – another region, a country to its growth rate as a whole in the community of interest to the region – a group of countries (the middle, in this case, is the growth rate of GNP as a whole in the community).

The market share of a given region is calculated relative to the region – the leading competitor in this market segment for a specific product or product group (middle – a share equal to the top competitor).

The region's competitiveness is the position of the area and its individual producers in the domestic and foreign markets, conditioned by economic, social, political and other factors.

Territorial competition is an important element of regional marketing, as it forces introspection of the state of the region and its interconnections and relationships with existing or potential partners and competitors.

Taking into account the data of introspection, the region will better define its profile, i.e. will clarify for which target groups of "consumers" he is able to compete, where he has a future. This introspection and strategic choice of the region's profile is the key to future success in developing competitiveness factors and attracting or retaining "consumers".

Assessment of the competitiveness of regions can be an important element in monitoring the implementation of the strategy and the phased positioning of the territory in the external environment. In this regard, the definition of the region's competitiveness includes two fundamental points: the need to achieve a high standard of living for the population and the efficiency of the region's economic mechanism [8].

The main factors determining the competitiveness of the region are:

- factors of regional pricing (the level of prices for commodity groups, the mechanism of their establishment, dependence on foreign markets, removal of the region from sources of raw materials and main sales markets);
- availability, distribution and functional orientation of the main factors of production in the region (labour resources, minerals, sectoral structure of capital);
- the standard of living of the population of the region (income, their structure and differentiation, purchasing power, degree of employment, etc.);
- socio-political factors are characterizing the interaction of the main subjects of the regional market – administration, population, entrepreneurship, relationship with the state centre [13-15].

In general, the competitiveness assessment algorithm is as follows (Fig. 3).

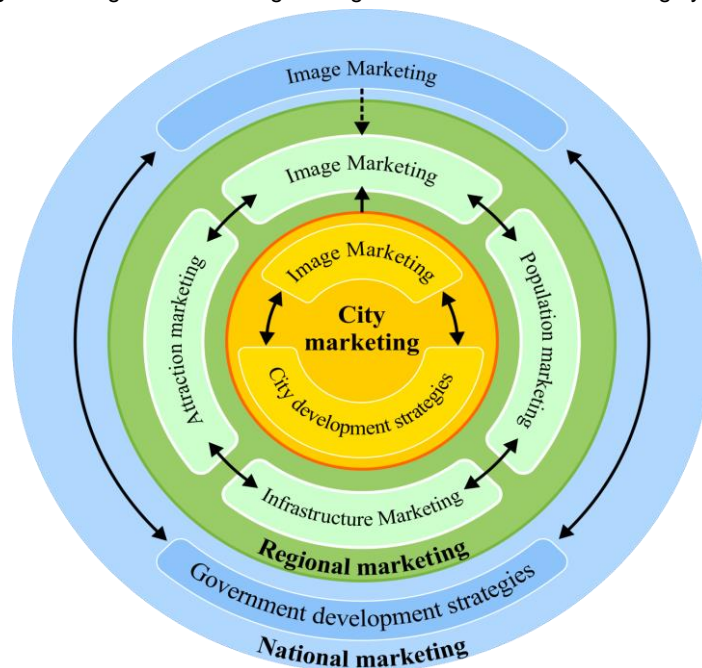
Figure 3. Algorithm for assessing the competitiveness of the region



For the successful implementation of the algorithm, the achievement of the set goals, and the region's development, it is necessary to develop an optimal marketing strategy, taking into account the modern transformation of public administration and global changes in the information society.

4. Formation of the marketing strategy of the region

To a large extent, the region's marketing solves the same problems and uses the same means as the marketing of the country, but at the appropriate level, using four main groups of strategies (Fig. 4).

Figure 4. Regional marketing strategies in the territorial marketing system

Attraction marketing combines activities aimed at increasing the attractiveness of a given region for legal entities and individuals through the presence of natural attractions (rivers, lakes, sea, mountains) and historical heritage (museums, architectural monuments, temples) on the territory. The number of attractions plays an important role, and each of the interests should be an organic part of a single whole.

The complex design of the territory as a whole increases its attractiveness and uniqueness, aesthetic advantages. If the region does not have its attractions, they need to be acquired by improving coastlines, creating green areas, developing architecture, culture, sports and recreation.

Infrastructure marketing is creating comfortable conditions for the life of internal and external entities through the development of infrastructure in residential areas, industrial and commercial zones. To do this is necessary to ensure transport accessibility of the region, reconstruct and build engineering networks, modernize housing and communal services, and develop modern telecommunication networks to ensure sustainable energy, water, heat, and gas supply. Carrying out activities in the framework of the listed areas should not contradict the requirements of environmental protection.

Marketing of the population of the region can be considered as a combination of personnel and political marketing.

Personnel marketing in the region is the development and implementation of marketing strategies to meet the needs of the territory in the necessary specialists, taking into account the changing conditions of life in the region. For example, regions where there is a low level of employment and a cheap labour force, can put forward this as an argument for attracting industrialists, service entrepreneurs, etc., to create new jobs. Possible targeted marketing aimed at attracting people of specific professions to the territory. Demarketing aimed at erecting obstacles to persons who are undesirable for the region can also be implemented. It is used in cases, for example, when the territory is overloaded with migrants seeking work.

Political marketing is the process of selecting and appointing political figures for the implementation of the legislative and executive functions of the state, aimed at satisfying the political preferences of the population of the territory. Election campaigns to local and state authorities are held on a regular basis, including the participation of specialized firms that manage and conduct the election campaign of the contracting party.

Image marketing is the creation, development, dissemination, provision and formation in the public consciousness of the most strategically advantageous image of the territory, which makes it possible to find and attract individuals and legal entities interested in cooperation.

The main goal of working with external actors is to demonstrate the openness of the territory for contacts and study its competitive advantages. The main goals of working with internal actors are to increase the authorities' level of trust and obtain objective information about the development of the economy and society.

The region's image appears to be between a rock and a hard place. On the one hand, the image of the region is influenced by the images of the region's territories (the image of the capital city, as a rule, plays a leading role) [16]. On the other hand, the country's image exerts its indirect influence (see Fig. 4).

All these images spread in the minds of people and on the region's image, which negates the importance of efforts in the direction of "marketing the image of the region". However, these trends hinder the formation of an independent image of the region. This negatively affects the effectiveness of regional marketing and makes it necessary to carry out work on the positioning of the territory.

Thus, for the success of regional marketing, the implementation of each of the four main groups of strategies is equally important.

None of the above marketing strategies is carried out in a purely isolated form. Rather, it focuses on a complex, multidimensional marketing strategy for the region driven by various activities (Table 1).

Table 1. Examples of possible activities of the main sections of various regional marketing plans

Strategic directions	Example of activities
Image Marketing	Holding an annual Championship in tennis, football, hockey, etc.
Attraction marketing	Conducting thematic festivals, cultural programs, fairs, etc.
Infrastructure Marketing	Advertising campaign for a new infrastructure object; Improving and supporting the education system; Opening of a new park, beach, resort.
Personnel marketing	Training for hotel staff, taxi drivers, etc. A company to improve service to foreign buyers; Souvenirs with regional symbols.

In recent decades, the experience of regions in different countries in using the potential of marketing to increase the tourist and commercial attractiveness of the regions has become significantly rich and varied.

5. Mechanism for implementing the marketing strategy of the region

The mechanism for the implementation of the regional marketing strategy is a way of a purposeful, orderly, systematic increase in the level of market orientation of administrative, socio-cultural and business processes in the region through the formation of an interactive communication environment, dynamic coordination of the interests of the main stakeholders and the use of an effective combination of marketing technologies to promote the regional umbrella brand and a set of sub-brands.

The block structure of this mechanism is shown in Fig. 5.

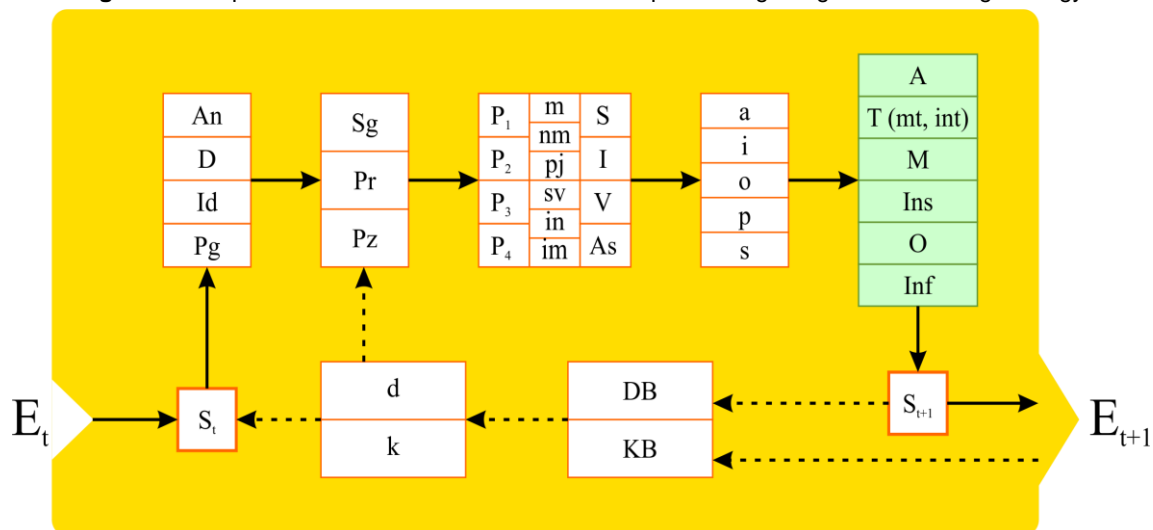
According to the logic of the model, the subject of regional management, reacting to the initial conditions and resources of the environment (Et) and the initial state of the market orientation of

the region's economy and the territorial management system (St), decides on the implementation of the marketing strategy for the development of the region.

The mechanism for implementing the marketing strategy of the region includes a preliminary stage associated with analyzing the marketing potential and benchmarking the best practices of territorial marketing (An), which allows you to move on to diagnosing market problems and opportunities (D), determining regional identity (Id) and predicting future trends and scenarios development (Pg).

In order to avoid dispersion of objectively limited project resources, stakeholder segmentation (Sg) is carried out, priority target audiences (Pr) are determined, based on which the concept of positioning the region in the domestic, foreign-regional, national and foreign markets (Pz) is developed.

Figure 5. The process model of the mechanism for implementing a regional marketing strategy



The construction of a regional marketing model assumes an "end-to-end" market orientation of the territorial management system and most of the administrative, socio-cultural and business processes carried out in the economic space of the region. The implementation of this strategic task is methodologically possible based on the concept of the component structure of a territorial product and modified versions of the production (4P) and customer-oriented (SIVA) versions of the marketing mix. This ensures the service-centeredness of regional marketing, which is consistent with the principles of the "new dominant logic of marketing" and relationship marketing, including:

- systematization of the regional offer in the format of a layered "portfolio" (pool) of sub-brands formed within the umbrella brand of the region, development of "sales" and "pricing" policies (including tax regimes, a system of bonuses and preferences, loyalty programs, etc.), as well as promotion mechanisms;

- detailing ("setting up") of specific promotion objects (by components of the structure of the regional "product"), including material, intangible, design, service, institutional and impressionistic, which makes it possible to systematically present the "product of the territory" to the market;

- adaptation ("adjustment") of the regional marketing system to the interests and needs of the target stakeholders by: specifying the specific solutions offered to them for existing problems; development of advertising, image and PR-content and methods of its provision, as well as alternative and complementary methods of identifying regional brands; a clear description of the additional value received by stakeholders as a result of the acquisition of a territorial "product"; determining the ways of access to the market offers of the region.

The strategic orientation of the region's marketing is ensured by defining a set of key attributes of the strategy: a system of goals (a) formed taking into account imperative determinants (i) aimed at achieving benchmarks (o), i.e., reference practices of territorial marketing, following priorities (p)

grouped by implementation stage (s). This allows us to concretize the strategic and tactical directions of marketing support to develop the region in specific activities with clear deadlines and performers.

The launch and implementation of a regional marketing strategy project in accordance with the resource-biased view based on the theory of meta-production function involve: staffing the strategy and training the employees of regional and municipal administrations involved in its implementation (A), a combination of marketing technologies (T), including specific methods (mt) and tools (int), determination of the scale and forms of material support (M), as well as institutional (Ins), organizational (O) and informational (Inf) support for strategic actions, including the choice of the format of the institutional structure for territorial marketing coordination, definition of a set of indicators and a format for assessing the results and effectiveness of the strategy.

The mechanism for implementing the marketing strategy for the development of the region is cyclical. As a result of each cycle of cumulative interaction of the selected functional blocks, there is a change in the parameters of the state of the market orientation of the region and the degree of commercialization of the goods of the territory ($St + 1$), recorded in the database (DB); at the same time, the external environment changes ($Et + 1$), and new market trends are reflected in the knowledge base (KB).

The accumulated information about changes in the marketing potential of the region and the state of the market environment in the process of implementing the strategy is interpreted for the presence of deviations from the target values (d), the absence of which allows the mechanism to return to the "generator" block automatically, and their presence presupposes the determination of corrective measures (k), resulting in a return to the original block of the mechanism.

A kind of "end-to-end" vector of territorial marketing is the effective use of existing and creation of new unique advantages to attract investments and non-residents to the region, to activate and intensify the life of the local population, to increase the competitiveness of regional business, etc.

At the same time, in conditions of crisis processes and unfavourable market conditions, it is more important to use adaptive abilities, preserve the accumulated potential and prevent the outflow of residents. Therefore, the region's marketing strategy should function as a switch between reactive marketing (management of market changes) and proactive marketing (management of market changes).

6. Conclusion

The marketing paradigm focuses on creating unique systems for the market promotion of territories following their identity, uniqueness, competitive advantages and key competencies. In the modern transformation of public administration, this implies a reconceptualization of the approach to forming an essential strategy for the socio-economic development of regions to create a market-oriented algorithm for managing the spatial development of unique, ambitious and receptive territories.

Let's highlight the key ideas of the formation of the marketing strategy of the region for the modern transformation of public administration:

- the regions produce specific goods (including services), the consumers of which are the population of these jurisdictions, local and foreign-regional businesses, foreign investors, tourists and potential new residents, which form the markets for the "goods of the territories";
- the main task of territorial marketing is to identify and meet the needs of target markets and their segments, which requires continuous feedback from consumers and a clear understanding of the identity of the territory;
- the promotion of territories includes at least four areas related to the development of their image, investment, tourist and social attractiveness;
- managing the attractiveness of territories requires targeted information and advertising actions, building long-term communications and relations, diplomacy and lobbying interests;

- the "core" of territorial marketing is the branding of territories;
- marketing should be a "cross-cutting" ideology of work of all divisions of the administration of a particular territory, but specialized divisions (departments, teams, working groups, etc.) are needed for marketing policy and competitive identity under the leadership of countries, regions and cities;
- a common mistake of regional marketing attempts to "transplant" a typical model of territorial marketing from other cities and regions. It is ignored that under the influence of exogenous factors, modifications and transformations of copied mental models and strategies occur.

Strategic benchmarking is associated with the constant monitoring of successful strategies and best practices of territorial marketing but distracts from the main thing - defining the territory's own identity, which cannot be copied from competitors. As a result, it would seem that reference strategy and solutions do not give the expected results, especially since they cannot be "transplanted" and implemented in full functional scope.

It is necessary to overcome the stable stereotypes of territorial marketing: homogeneous perception of territories, abstract segmentation, the weak competitive orientation of strategies, simplification of the real complexity of spatial formations.

It is crucial, on the one hand, to abandon the excessive generalization, the abstractness of strategic territorial marketing, to focus on the active involvement of micro-marketing techniques and tools, subject to their appropriate modification and correction; on the other hand, it is necessary to realize the full degree of complexity of the space of the regional economy, its multifunctionality and heterogeneity, which, obviously, will require the development of specific methodological and methodological solutions in the field of regional marketing.

Recognition of the objective asynchrony and asymmetry of the development of territorial economic systems leads to the conclusion about the specificity of any region as an object of strategic marketing influences, which implies the inadmissibility of uniform, typical, standardized principles of regional marketing.

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