



# The Marketing Approach in Working Out a Development Strategy for the Russian Federation

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## Abstract

The research considers the peculiarities of the marketing approach in forming the development program of the Russian Federation for the future. Nowadays, territorial marketing is an integral part of strategic planning for the development of cities, regions, and countries. Marketing activities in the field of territorial management are based on the analysis of the needs and preferences of customers in a specific territory, considering the competitive environment. Tasks of territorial authorities include determining strategically important activities carried out on its territory. The research presents the methodology of building a matrix “portfolio” for territories in implementing strategic territorial marketing. The proposed methodology allows territorial authorities to identify profitable areas of activity and identify promising areas of activity that will bring income to the territory. Therefore, it is necessary to invest the largest share of investments in them.

## Keywords

Marketing of territories · Competition · Strategy · Territorial development · “Portfolio” strategy · Matrix · Investments

## JEL Codes

M31 · M38 · O11

## 1 Introduction

Practical experience in using marketing tools to improve the attractiveness of the territory for tourists and investors provides opportunities to effectively develop and implement various marketing activities in the field of territorial management (Fokina et al. 2022).

Competition among territories to attract various consumer and user groups is a fundamental aspect of the modern world. In this competitive environment, each region must identify unique development strategies to stand out from the rest (Aiba 2012).

Successful implementation of territorial marketing contributes to creating a positive image of the territory, increasing its competitiveness and developing the existing features of the territory. The use of advanced marketing technologies and tools at the country level contributes to effective promotion and increases the level of popularity of the territory among tourists, infrastructure development, etc. (Pankrukhin 2006).

The main objectives of territorial marketing include forming an identity and uniqueness of the territory and increasing the competitiveness of companies operating in the territory (Romanenkova 2015; Sozinova et al. 2022).

Territory marketing is a powerful tool for developing, enhancing, and increasing a region’s attractiveness. Its effective implementation helps achieve socio-cultural, economic, and political goals. Moreover, it attracts additional investment and improves the living standards and material well-being of the population (Samgorodskaya and Samgorodskaya 2017). Territory marketing underscores the importance and relevance of applying a marketing approach

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when crafting a territory's development strategy, particularly in creating and enhancing the competitive advantages of a territory.

The research aims to develop a strategy for the development of Russia using marketing tools. The research result is a matrix of the country's "portfolio."

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## 2 Methodology

The methodology was based on a conceptual study of key principles in territorial marketing and development, focusing on the relationships between these elements. By applying an innovative approach, the goal was to create a competitive and effective marketing strategy at the territorial level.

During the research, the authors used various methods, including monographic methods, deduction, induction, and integrated and systemic approaches.

Kotler, Dixon, and Lambin (Dixon 1998; Kotler et al. 2005; Lambin 1996) consider strategic planning at the territorial level. Strategic territorial marketing was initially considered a comprehensive strategy for promoting territorial goods and services, considering the geographical characteristics of the territory (Dixon 1998).

Russian experience of using marketing tools in working out a territory development strategy, presented by Fatkhutdinova (2007), Kataeva et al. (2019), Pankrukhin (2006), Romanenkova (2015), Savelyeva and Timkina (2022), Savelyeva et al. (2023), Startsev (2004), and others, is of great interest. They consider conditions for using marketing at the territorial level in contemporary conditions.

These authors revealed the essence and role of marketing in territorial management at the strategic level in detail.

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## 3 Results

The research examines the key trends and challenges in using marketing tools for strategic planning at the territorial level. The research also explored the primary methods of territorial analysis and proposed a model for planning a "portfolio" territorial strategy.

The marketing toolkit makes it possible to develop an effective strategy for developing the country. In today's world, competition is increasing daily, making it essential to effectively promote territories and attract the attention of potential consumers. An effective marketing strategy makes it possible to effectively develop and promote a territory, as well as increase its competitiveness.

The territory is a diverse environment where various activities exist and interact. Territorial authorities should conduct marketing research to determine the most important activities for various consumer groups in the territory now and in the future (Savelyeva and Timkina 2022).

One of the objectives of territory marketing is the promotion of its socio-economic development. The goal is to create favorable conditions to attract new companies that promote employment and economic growth.

The "portfolio" territory matrix is an innovative tool designed to systemically analyze and assess the prospects of different territories. It involves identifying strategic directions to develop facilities at various territorial levels, making it an effective resource for territorial management (Berezina 2017).

When developing a "portfolio" matrix of a territory, the authors recommend using the matrix of the Boston Consulting Group (Berezina 2017; Berezina et al. 2024b).

Different types of activities carried out on the country's territory are taken as economic units in the construction of the matrix. The "portfolio" matrix is based on the following two indicators:

- Growth rate of the gross added value of activities;
- Share of activity in the country's total gross value added.

The developed areas of activities in the territory are those whose estimated share exceeds the average for all types of activities.

Types of activities for which demand for goods (services) is growing rapidly are those whose estimated growth rates are higher than the average growth rates for all types of activities.

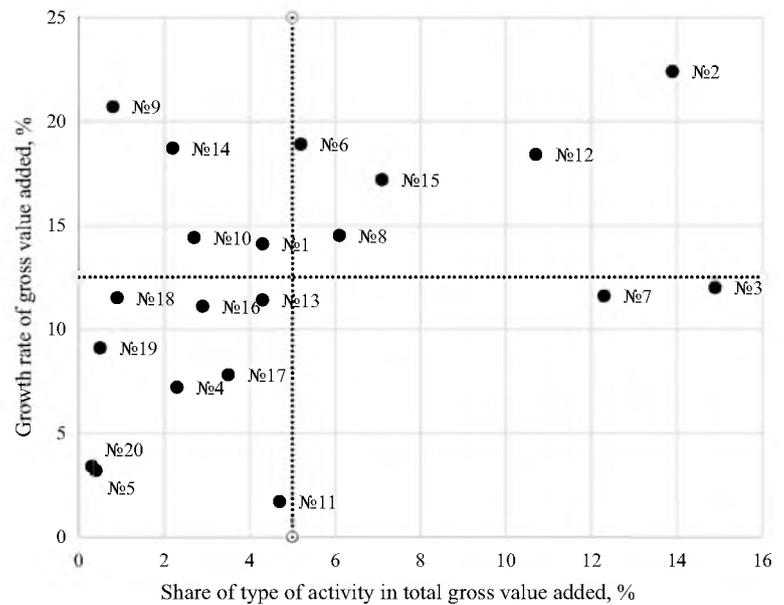
To develop a "portfolio" strategy for the Russian Federation, the main activities carried out in the country are considered as strategic business units. We take the main areas of activities carried out in the country as strategic economic units. To determine the growth rate of demand for goods (services) from these types of activities, the authors consider gross value added in Russia for 2021–2022 (Berezina et al. 2024a; Rosstat n.d.).

The results of constructing the "portfolio" matrix for Russia in 2022 are shown in Fig. 1.

The research identified key areas of activity that require increased attention from territorial authorities in Russia. To ensure a high territorial income in the future, it is necessary to direct the limited resources available in these areas.

The authors also identified types of activities that fall into the "star" category, whose demand in Russia is expected to grow rapidly now and in the near future.

**Fig. 1** “Portfolio” matrix for Russia in 2022. *Source* Compiled by the authors



Currently, the main total income of the Russian Federation is concentrated in the production and trade sectors. The territory generates the highest income from manufacturing activities, wholesale and retail trade, and vehicle and motorcycle repair services.

Many activities in Russia only modestly contribute to territorial income. However, they should be supported due to their high social importance. These activities include electricity and water supply, finance and insurance, scientific research, health and social services, culture, sports, and others.

The assessment of a territory’s investment attractiveness is influenced by its market capitalization. Thus, it should be considered in the development of marketing strategy (Samgorodskaya and Samgorodskaya 2017).

The analysis of innovation activities in Russia revealed that significant investments in fixed capital in 2022 came from such sectors as the provision of transport and storage services, manufacturing and extractive industries, and real estate transactions. These areas of activity in Russia in 2022 received a high level of development and fell into the “star” category in the “portfolio” analysis. This allows us to testify to the existence of a direct relationship between the level of investments in fixed assets and the level of development of territorial spheres of activity in Russia.

Therefore, the territorial authorities of Russia should increase the provision of investments in the activities categorized as “A Difficult Child” within the “portfolio” analysis. These activities include agriculture and forestry, hotel

and catering services, information and communication sectors, and administrative services.

## 4 Conclusion

The high level of competition between territories is a considerable problem for territorial authorities in implementing an effective strategy to develop the territory, which fully reveals its potential and allows for achieving sustainable success in a competitive environment.

Thanks to the developed “portfolio” strategy for the Russian Federation, the authors identified the development priorities. The types of activities where available resources should be concentrated to maximize territorial income are identified. This strategy is one of the foundations for the prospective economic success of the territory.

The use of the marketing approach when working out a territory development strategy will help increase its competitiveness, increase the level of quality of life in the country, and accelerate the socio-economic development of the territory.

**Data Availability** The initial data for the construction of the “portfolio” strategy of the Russian Federation are available at <https://figshare.com/> with the identifier <https://doi.org/https://doi.org/10.6084/m9.figshare.26113972>.

The “portfolio” territory matrix is available at <https://figshare.com/> with the identifier <https://doi.org/https://doi.org/10.6084/m9.figshare.26654710>.

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