

DIGITAL MANAGEMENT OF TERRITORIAL DEVELOPMENT MARKETING PROJECTS

Uhodnikova Olena ¹ [0000-0003-2218-0041] Svitlana Diachenko ² [0000-0002-5905-4607] Volodymyr Buha ³ [0000-0002-0655-5256] Shchetinina Tetiana ⁴ [0000-0003-2886-0929]
Kolosha Maryna ⁵ [0000-0002-1763-6983]

¹ O. M. Beketov National University of Urban Economy in Kharkiv,
17 Marshala Bazhanova Street, Kharkiv 61002, Ukraine
ugodnikova16@gmail.com

² National Academy for Public Administration under the President of Ukraine,
03057, Kyiv, 20, Antona Tsedika str.,
lana.dyachenko@gmail.com

³ Donetsk State University of Internal Affairs, Ukraine,
Adm.Lunina Ave, 89, Mariupol, Donetsk Region, 87510,
ppvr@ukr.net

⁴ Poltava State Agrarian Academy,
36003, Poltava, Scovorody str., 1/3,
tetiana.shchetinina@pdaa.edu.ua

⁵ O. M. Beketov National University of Urban Economy in Kharkiv,
17 Marshala Bazhanova Street, Kharkiv 61002, Ukraine
marynakoshh@gmail.com

Abstract. The study analyzes the ways to implement project management mechanisms for the development of local communities. The analysis was conducted on the basis of a literature review and evaluation of the practical results of the project implemented by the authors. The project provided for trainings "Project Management in Territorial Communities" from the NGO "NaDykhai" in the framework of the project "Strengthening Civic Activism among Youth" implemented by the NGO "Kharkiv Professional Development Foundation" with the sincere support of the National Endowment for Democracy. As a result of the project implementation, priority problems of territorial development were identified. The application of project management mechanisms for solving problematic issues of territorial development is proposed. As the development of territories significantly depends on external factors, the relevance of project management is growing. Thus, the main idea of project management is innovation, which provides high relevance to ensure the development of local communities. The development and implementation of project management in the system of territorial development was carried out, which is an effective mechanism for ensuring mobility and rationality of management decisions in conditions of instability of the external environment and innovative development of society. Analyzing the

processes of project management, the possibility of their implementation to ensure sustainable development of territories, the need for marketing mechanisms was identified. The necessity of using the marketing project management system at the level of territories is determined. In order to determine the effectiveness and appropriate use of such technologies, their implementation is analyzed on a specific example of an ethno-festival in the community. Proposals for assessing the resource potential of expanding the range of project participants have been developed. The task of advertising the ethno-festival by attracting digital marketing resources has been determined. To solve this problem, a sales funnel was developed using an automated form of determining promising sales. With the help of Google analytics resources, we identified key queries that search for an event in Google. Additionally, in order to implement digital technologies in the implementation of marketing mechanisms for project management, the possibility of using targeted advertising on social networks was considered. A digital reporting model for monitoring advertising budget expenditures has been proposed. An algorithm for the use of digital marketing tools in the implementation of projects for local communities has been developed and tested.

Keywords: sustainable development, environmental security, public administration, public marketing, sustainable urban development

1 Introduction

The development of modern territories involves many new challenges. An important aspect of territorial development is the provision of sustainable development goals and the harmonious combination of economic, social and environmental factors. In the current conditions of territorial development, it is advisable to consider the use of project management mechanisms for the mobility of managerial influences to the new challenges facing society. Project management is an important element of the management system of economic entities, but can also be effectively used to provide management functions at the level of public authorities and local governments. The application of the project management system for the management of territories is an important mechanism for the formation of new principles of the administrative and management system, which involves improving the efficiency of management processes. Also, an important element of territorial management is the marketing component. Establishing effective communications and presentation and image component in the development of information technology and in the information society are highly relevant. Thus, the study considers the possibility of applying marketing mechanisms in the implementation of individual projects at the level of sustainable development of territories. In the information society, it is important to provide digital support for management mechanisms and the effective use of digital technologies to ensure the planning, organization and monitoring of key performance indicators of management processes. The research was conducted by analyzing the results of practical examples, which were implemented by a team of volunteers in different territorial communities of Ukraine. Analysis of theoretical aspects of the application of project management approaches and marketing communications in the system of territorial development and practical experience

allowed to provide a number of recommendations for building an effective system of territorial management to ensure sustainable development.

2 The purpose and objectives of the study

Given the relevance and practical importance of the research topic, the purpose of the study was determined, which is to develop proposals for the use of digital technologies in the implementation of marketing approaches in the project management system at the territorial level.

To achieve the goal of the study, a number of tasks were performed:

- the problems of development of territories are analyzed,
- the role of marketing mechanisms in ensuring the development of territories is determined,
- prospects for the application of project management mechanisms to ensure sustainable development of territories are identified,
- definition of digital technologies for use in the implementation of project management system and marketing technologies.

3 Project description

The issue of territorial development is one of the priorities of sustainable development. The UN identifies urbanization processes as basic and emphasizes them in the coming years. Territorial development is a complex system of social, economic and environmental factors. Determining the interdependence of these factors, understanding their effects on each other makes it possible to form a system of criteria that would help balance the man-made human impact on ecosystems and their harmonious coexistence. Analyzing the processes of sustainable development, the UN Concept of seventeen goals of sustainable development and modern approaches to the formation of decentralization processes in Ukraine, accumulating research by leading scientists, identified the following priorities for the development of local communities:

- development of social infrastructure,
- development of trade infrastructure,
- road construction,
- problems of employment, creation of coworking spaces,
- increase of investment activity,
- problems of ecology, access to clean drinking water,
- organization of leisure,
- development of youth and children's education,
- tourism development,
- development and implementation of presentation and image activities to position the community and attract interest to it, which should ensure the influx of tourists and improve the investment climate.

At the beginning of the study by conducting a survey of public representatives of ten territorial communities of Ukraine (including Novograd-Volyn, Solonitsy, Dergachiv

territorial communities, as well as a number of other territorial communities of Kharkiv region in the framework of project management training with the Association of Ukrainian Cities) priority problems of territorial development. The project provided for trainings "Project Management in Territorial Communities" from the NGO "Na-Dykhai" in the framework of the project "Strengthening Civic Activism among Youth" implemented by the NGO "Kharkiv Professional Development Foundation" with the sincere support of the National Endowment for Democracy. The project was implemented in 2021 before the start of military aggression. To meet the needs of the population of the territories after the restoration of peace and the beginning of reconstruction, it will be advisable to conduct additional opinion polls, but the implementation mechanisms proposed in the study are unified to solve new problems, so the study will be relevant.

As a result of the research, it was proposed to use project management mechanisms to solve problems. Project management is a system of application of management mechanisms for the implementation of innovative ideas, which are formed into separate processes with the appointment of responsible and deadlines for implementation, determining the necessary resources and mechanisms to achieve goals. The purpose of implementing a project management system is to ensure a mobile response of the management system to changes and transformations of the environment by developing and implementing an innovative product that would have a competitive advantage in certain socio-economic and political circumstances.

As the development of territories significantly depends on external factors, the relevance of project management is growing. Thus, the main idea of project management is innovation [1-3]. Thus, when we talk about the formation of new approaches to site management, the application of project management approaches has significant relevance and practical value. Analyzing the problematic aspects of community development, two key areas were identified: attracting investment and forming a people-oriented approach to development. Attracting investment is aimed at building the material and technical base, and the people-oriented approach is aimed at creating conditions for a comfortable life of the local population and attracting tourists to the area.

Tasks of implementation of project management of territories [4-7]:

- increasing the speed of management decisions based on marketing analysis;
- introduction of an effective system of development and implementation of innovative ideas;
- development of a flexible structure of territorial management;
- formation of a system of flexible changes in project plans in connection with the transformation of the internal and external environment.

Отже, розробка та впровадження проєктного управління у системі територіального розвитку є ефективним механізмом забезпечення мобільності та раціональності прийняття управлінських рішень в умовах нестабільності зовнішнього середовища та інноваційного розвитку суспільства [8].

Analyzing the processes of project management, the possibility of their implementation to ensure sustainable development of territories, it was determined the need to implement marketing mechanisms that would be aimed at the following activities [9-10]:

- presentation-image and communication activity to attract investment,
- advertising and positional activity to attract tourists,
- marketing analysis and use of marketing mix to create comfortable living conditions for the population.

Thus, the need to use the management system of marketing projects at the territorial level was determined.

In order to determine the effectiveness and appropriate use of such technologies, we will analyze their implementation on a specific example. As part of the coworking work of members of the public of the Solonytsia Territorial Community, a project to hold an ethno-festival in the community was developed. The project envisaged a three-day attraction, which involved local masters who presented the ethno-color of Slobozhanshchyna. Also, artistic groups that presented ethno-music and dances were invited to participate in the festival. The festival held within the project was not widespread, as it was local in nature, no advertising tools were used to position it, no additional services were formed to provide tourists with participation in the event tour [11]. Developing marketing elements of the project management system for positioning the ethno-festival, the resource opportunity to receive tourists was determined, the results of the analysis are summarized in table 1.

Table 1. Resource opportunity to expand the circle of event participants

Availability of resources	Current load	Current income	Estimated load	Estimated income	Maximum load	Maximum income
accommodation facilities, number of beds	0	0	40	4000	50	5000
catering establishments, number of served guests	15	2250	40	6000	200	30 000
public transport	50	650	50	650	50	650

Analysis of the resource potential for attracting tourists through marketing activities showed that in Solonytsivka it is possible to ensure the arrival of an additional 50 tourists who allow the available accommodation and capacity of catering establishments. At the same time, the need to solve the problem of tourist transfer was identified, as public transport does not have additional capacity to transport tourists. Two indicators of the project implementation of marketing mechanisms to increase the efficiency of the ethnofestival project were calculated, namely, the projected scenario, which involves attracting additional 10 thousand hryvnias from the provision of accommodation and catering services to festival participants, as well as maximum possible income. - technical base, which is 35 thousand hryvnias.

5. Digital tools and monitoring

Thus, the task of advertising the ethno-festival is to attract 50 people to participate in the festival. To solve this problem, a sales funnel was developed by using an automated form of determining promising sales through the use of Microsoft Excel resources. An example of an automated sales funnel is presented in table. 2

Table 2. Automated sales funnel to calculate the results of advertising campaigns

Volume of sales	Required number of leads	Advertising budget	Purchase Profit	Total costs	Cost per sale	Remainder
1	10	60	2 410	1 50	1 50	3 321
10	200	12 00	48 214	12 00	1 20	36 214
20	400	24 00	96 429	24 00	1 20	72 429
50	1000	60 00	241 071	60 00	1 20	181 071
100	2000	120 00	482 143 \$	120 00	1 20	362 143
200	4000	240 00	964 286	240 00	1 20	724 286

Digitization of the processes of creating a sales funnel allows you to automate the process of raising advertising budgets and in the minds of the implementation of the project on the level of the territorial community.

For additional resources of Google analytics, the keys were assigned, for which the participants of the festival are asked to call Google. Zokrema, please answer the request “Festival. Ukraine” are presented in fig. 1



Fig. 1 - Example of Google analytics for contextual advertising search query

After processing more than 50 possible queries, and analyzing their analytics, as shown in Fig. 1, keywords have been identified for setting up contextual advertising using Google advertising tools.

Additionally, in order to implement digital technologies in the implementation of marketing mechanisms for the management of the ethno-festival project, the possibility of using targeted advertising on social networks was identified [12].

A digital reporting model has been developed to monitor advertising budget expenditures, which is presented in Table 3.

Table 3. Automated table for monitoring the progress of the advertising campaign for the promotion of the ethno-festival project (figures of the real advertising campaign)

Date	Campaign	Costs \$	Costs UAH	Clicks	CPC (cost per click)	Lid
01.09	Lid form (LAL 2%)	2,95	81,61	18	0,16	1
02.09	Lid form (LAL 2%)	3,00	83,12	23	0,13	1
03.09	Lid form (LAL 2%)	2,95	81,41	14	0,21	1
04.09	Lid form (LAL 2%)	3,04	84,22	11	0,28	1
05.09	Lid form (LAL 2%)	3,09	86,00	16	0,19	1
	City	3,01	83,78	11	0,27	-
06.09	Lid form (LAL 2%)	3,01	83,78	18	0,17	2
	City	3,01	83,78	11	0,27	1
07.09	Lid form (LAL 2%)	3,04	84,61	13	0,23	1
	City	2,96	80,16	17	0,17	1

Thus, the analysis determined that during the week with a budget of \$ 27.1 you can get 10 applications for participation in the ethno-festival. Thus, in order to achieve the planned figures, 40 tourists need to run advertising for 4 weeks with a total advertising

budget of \$ 108.4. At the same time, the estimated income from the project is UAH 2,410 for 10 applications, respectively UAH 9,640 from the sale of tickets for the festival and UAH 10,000 for additional services (accommodation and meals), which is \$ 595 at the NBU rate at the time of the study. Thus, the additional income from the use of marketing tools in the project is \$ 495.

Thus, we can propose the following algorithm for the use of digital marketing tools in the implementation of projects for local communities:

- analysis of the resource potential of the project to determine the amount of investment or people,
- identification of ways to promote the project,
- the use of digital advertising resources: the definition of search queries using Google analytics, the formation of unique sales proposals in accordance with the most common queries,
- creating a sales funnel by using automatic resources,
- creation of advertising campaigns,
- launch of advertising campaigns,
- monitoring of advertising campaigns by using automated templates and statistics of Google analytics.

6 Conclusion

Thus, as a result of the study, it was determined that the development of local communities can be solved through the use of project management mechanisms. Project management involves the application of innovative approaches to addressing pressing development issues, so it can be used for communities. Mechanisms for automated calculation of project efficiency, its projected and maximum allowable indicators have been developed. Automated forms for launching and monitoring digital advertising as an effective element of marketing communications that will promote project development have been developed.

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