

RESEARCH ARTICLE

On the Way to the Basic Regional Marketing Strategy: Experience of the Volgograd Region

Frolov Daniil Petrovich, Lugovaya Olga Aleksandrovna

Department of Marketing and Advertising, Volgograd State University, Volgograd, Russia.

*Corresponding Author: lugovayao@mail.ru

Abstract

Experience of introduction of place marketing in the Volgograd region is systematized and analyzed, stages and forms of this process are allocated, typical for Russian regions problems of strategic marketing planning are detailed. Practical recommendations about development of basic regional marketing strategy are offered.

Keywords: *Identity, marketing strategy, Place marketing, Rebranding, stakeholders.*

Introduction

The marketing paradigm is becoming more widespread and in the future it will be able to become the dominant approach to the management of territorial development, bringing the concept of new public management to the new level. The Volgograd region is a rather developed and, at the same time, quite representative region from the point of view of the marketing strategy development, analysis of which allows to allocate typical errors and widespread problems of integration of the marketing principles of territories in system of regional strategic government.

The implementation process of place marketing in the Volgograd region has passed through three stages:

- **2010:** the development of the marketing strategy of the territories' development of the urban district of Volgograd city-hero till 2020.
- **2010-2011:** the attempt to rebrand the Volgograd region based on the creation of mega-project of the federal center of patriotic education (National center "Victory") in the region.
- **2012:** reduced marketing of the region within modernization of Strategy of social and economic development of the Volgograd region till 2020.

Volgograd's marketing development strategy was written in 2010 by the group of scientists from the

Volgograd State University headed by the professor OV Inshakov. The research work had been done during a year in the close co-operation with the city administration within the municipal contract [9]. The key factors of competitiveness and sustainable positive reputation of Volgograd were determined by analysis: logistically advantageous location in a zone of the international transport corridors; agglomerative composition of moving; multifunctional structure of the industry; unique natural potential; rich cultural and historical heritage (primarily War Memorial complex associated with the battle for Stalingrad); strong domestic market; powerful scientific and educational complex; stable crime situation.

Along with it is revealed the ambiguity (asymmetry) of the city's image. The very negative ecological image (Volgograd is consistently ranks among 35 most polluted cities in the world and in the top ten environmentally unfriendly cities of the RF) combined with high sports (first of all, due to the outstanding Olympic achievements of Volgograd's athletes), positive economic image, leading positions in Russia for the development of territorial self-government. The analysis of Volgograd's marketing potential in image aspect led to draw the conclusion about the need to focus on the marketing city's strategy on advantages for business and social activity, unique potential of sports and outdoor activities whereas the ecological image needs a radical improvement.

The main aim of the Marketing strategy development of Volgograd's area till 2020 was determined by the promotion of unique city's advantages taking into account all available and potential resources and sustained growth of its competitiveness in the territorial division of labor through quality improvement business, investment, innovation, cultural, scientific, sport and recreation image of Volgograd at municipal, regional, national and international levels.

The realization of this system goal requires achieving the following fundamental objectives:

- In the short term (1-2 years) – positive change and formation of new image of Volgograd, increasing the frequency of positive mentions in the media and the Internet.
- In the medium term (3-5 years) – creation and active promotion of Volgograd's brand, formation of stable positive associations with city activity at all segments of target consumers, support of loyal community of a city brand.
- In the long term (6-10 years) – radical positive change of the city's investment climate, strengthening the reputation of the municipal authorities, the improvement of internal social climate, the creation of a competitive framework for sustainable development.

In functional-structural aspect the Marketing strategy development of Volgograd is the system of private marketing strategies (on key areas of activity), integrated strategy of the city's image. The Strategy has three levels of formation and promotion of umbrella brand and the complex of sub-brands of Volgograd: municipal (local), national, global. For each level of strategic marketing were developed perspective brands, focused on specific target groups of stakeholders, were identified the areas of marketing actions, grounded the tools in each direction and necessary resources; revealed the composition and the time range of positive effects, develop the indicators and calculated their predicted values. For a large city with a complex territorial and social and economic structure such as Volgograd, focusing on separate, let and large-scale thematic idea or the project is pernicious in long-term prospect.

The main advantage of the Marketing Strategy of Volgograd's development is a lack of obsession with a single period in the history of the city or of any historical person. However, at the initial stage of the work was revealed the specific of understanding of the place marketing functions

by the city administration: as evident from the terms of reference, marketing strategy was seen as a way to improve implementation of the Strategic plan for sustainable development of Volgograd till 2025, i.e. it hadn't independent significance and occupied a subordinate position in the system of territorial management. In this strategy involves focusing on promoting the existing strengths and achievements, while the weaknesses and problems from the framework of its competence.

The idea of the responsible entities of the Strategy was different: the scientists believe that the marketing approach has been implemented by all departments of the city administration for the associated functions [9, c. 326] and with the active participation of civil society; the authorities believe that special structural unit in structure of the city's administration should deal with formation and maintenance issues of the city's image, the main task of the unit is the development of recommendations for local government and for the private companies [9, c. 225]. Moreover, the requirements specification doesn't provide for the development of the concept and identity of the city's brand that violated the integrity of the strategic marketing.

The additional problem was created by the political instability caused by the protracted conflict of the regional and city administrations. As a result, marketing strategy development of Volgograd only formally based on the provisions of Strategy of social and economic development of the Volgograd region till 2025 [15] taking into account its anti-recessionary correction [5]. In reality, the degree of coherence of marketing activity was extremely low that certainly, negatively affected both the content of Strategy and the potential of its realization.

Attempts to fix the marketing strategy of the territory in the format of the strategic document, despite their usefulness and importance, causing three negative trends that complicate the transition to the paradigm of territorial marketing:

First, the responsibility for the strategy's implementation is shifted to official structures of the regional and municipal authorities, with insignificant participation of civil society.

Secondly, the promotion of a range of facilities has steadily increased as no division of the administration is not ready to recognize them Supervised activity minor or de minimis.

Third, the formalization involves the preparation of the document and its adoption in final form, which does not meet the basic principle of strategic marketing - openness to change, fast adaptation to the new trends and operational testing of creative ideas.

Almost parallel to the development of a marketing strategy of Volgograd was announced about the initiative of the acting governor of Volgograd region A. Brovko to create the region's National Center "Victory" - the federal center of patriotic education, preservation of the spiritual and cultural heritage. The main idea of the project was to create an umbrella brand of the region on the basis of "heritage resources" and the idea of "progressive patriotism". It was supposed that the region does not need a lot of investment and time to create a bright and recognizable brand; its main sociocultural resource is the Battle for Stalingrad, which should be used as a "locomotive" for the "acceleration" of sub-brands. NC "Victory" as "innovative multicenter" was founded to provide "mirror" change of the region's perception giving its image such accents as "dynamic", "various", "creative", "electronic", "modern". In the main building of the National Center, that planned to create by reconstruction of the Central department store, should accommodate the Museum of Russian successes and victories, archive of the Second World War, Congress and exhibition center, Institute of Regional Studies, Children's educational and cultural center and other structures forming a multi-function scientific and educational, cultural and museum complex of modern type. The list of key projects of NC "Victory" oriented to multi-channel promotion of the ideology "progressive patriotism", included a gallery of modern art, Institute of memory Victory Train, interactive museums (including the one at the entrance to the city on the road "Moscow – Volgograd" and at the borders of Tsaritsyn watch line), ethnic village, new historical and ethnographic tourist routes on the territory of Zavolzhye, etc.

The basis of the planned rebranding of the Volgograd region was the idea of the global positioning of the region as a cultural capital of the new Russian patriotism, international center of multiculturalism and tolerance. With the apparent superficiality of the main strategic idea, this project should recognize innovative for the region and quite complex, combining history of Tsaritsyn-Stalingrad-Volgograd and focused on the future. The main marketing problem of the

project of creation of NC "Victory" became the vulnerability for criticism the ideology of "progressive patriotism". The Great Patriotic War is one of the most highly taboo topics for the Russian society. Its history needs of demythologizing, but it could be a very painful process. Revealed also a lack of readiness of the local expert community and the public, especially veterans organizations, even the terminology used - commercialization memory and national values, post-industrial business on the military heritage, conversion of the history into a competitive advantage, etc. After the sensational presentation of NC "Victory" during the investment forum in Sochi with the sculpture "Motherland" dressed up with a floral sundress (September 2010) the project was criticized by the national media and trolling in the Internet. The attempts to position the regions as the centers of any particular activity gives insufficient effect due to excessive narrowing of regional identity. NC "Victory" got a stable association with the corruption. The numerous scandals in the administration of the region contributed to it. The attempts "to restart" the project were interrupted by the governor Alexander Brovko at the beginning 2012.

Let's single out specific challenges and risks of the marketing promotion of the Volgograd region:

- The absence of a clear positioning and the blurring the umbrella brand: desire to focus all the advantages and benefits of the region regardless of their coherence among themselves and their significance for consumers.
- The uncertainty of the target audiences: the aspiration to capture all categories of potential consumers of "product areas" leads to defocusing of marketing and cardinally reduces its efficiency;
- "Cannibalism" of regional and capital brands: almost all well-known and recognizable objects are concentrated in Volgograd and have the military-patriotic character that increases the cost of an expanded definition identity of the region as a whole.

Underdeveloped of subterritory's brands: Urjupinsk designed the registration of the trademark "The capital of the Russian province" only at the end 2012, positioning of Volzhsky suffers from high abstraction ("the city where you want to live"), other municipal districts in the region even haven't started branding.

Absence (due to mergers and acquisitions) rallied local big business as the initiator of the development of marketing strategy and rebranding.

Crow sourcing project of development of Strategy of social and economic development of the Volgograd region till 2020 was implemented at the end of 2012 in the Volgograd region. It is possible to say, that the governor S. Bozhenov and the regional government take into account the negative experience of place marketing (as an attempt to develop a comprehensive and essentially unrealizable in full marketing strategy, and attempt drastic, radical re-branding in the absence of a loyal social base), therefore the marketing techniques were relegated to the background and are considered as an auxiliary tool of territorial management. In Strategy the following directions which can be carried to the sphere of competences of the place marketing were offered: the development of the Volgograd region's brand was in the list of the priority projects (top-15); realization of actions of investment marketing at the all-Russian and international levels; carrying out market researches of a situation in the tourism; implementation of PR-projects, aimed at promoting of tourism product of the region; the formation of harmonious modern tourism brand of Volgograd region and its popularization through

information technology and advertising campaign; developing proposals for regional clusters and networks in the field of marketing and relationships between buyers and suppliers.

Despite its importance these strategic directions actually reduce marketing of the Volgograd region to the region's branding and marketing of tourism. Perhaps it is the best solution in this situation, but it should not acquire a sustained inefficient equilibrium. At the same time, we must admit non-standard format of using of crowd sourcing for the formation of the social base of the strategy, as well as for the definition of "anchors" of the region's identity in the public mind.

It is planned that in the medium term the strategic management of development of the Volgograd region should accept system character that assumes development on the basis the updated Strategy of social and economic development of the Volgograd regional marketing strategy for the same period, the modernization of the Strategic Plan for Sustainable Development of Volgograd and Marketing strategy of the city's

development till 2020. The marketing strategy of the Volgograd region's development is a key missing link in the logical chain of strategic place management (Fig.1).

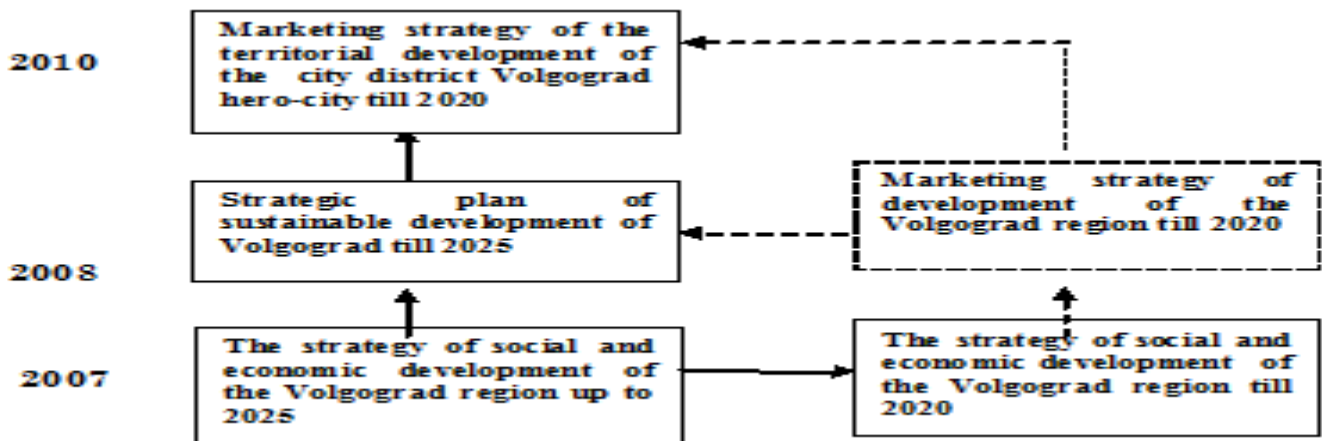


Fig. 1: Systemacy of region's strategic management

We will present the practical recommendations for the development of the regional marketing strategies that are relevant for the modernization of the city's marketing strategy:

The development of the strategy should be carried out by the working group at the governor of the Volgograd region, consisting of experts of local marketing, branding experts and identity, a wide range of scientists and representatives of the

main stakeholder categories. It is possible the establishment of expanded Public council with advisory functions. For example, the Public Council for the strategic development of Lublin (Poland) includes about 1000 members (leaders in various fields) with a population less than 360 thousand people. It is important to provide prestigiousness of membership in Council, to attract active and motivated participants.

As a “managing director” the authority of the territory should be able to analyze the situation, set goals and develop strategies, optimal use of resources taking into account the specific features of the region, constantly look for and adapt new tools and models. [8, p. 62]. There are the examples of “administrative model” of the city’s marketing, when the initiator and the main contractor is the administration in Russia. One of them is, public office “Urals’ capital” [1] created in Yekaterinburg, aimed to act as a marketing agency. The main tasks of PO are research, analytical work with arrays of information, development of concept programs aimed at developing an objective image of the city, development of strategies and methodical recommendations and organization of interaction of divisions, interested parties.

In the Vologda region a subject performing the monitoring, collection and updating of information, area advance at the Russian and international level, consolidation of promotional and performs the specially organized in 2008 state-financed organization PO “The regional center of tourism marketing and promotion programs of the Vologda region”. The most significant achievements of PO has in the tourism sector (approved the strategy of tourism development till 2020 [16, c. 109]) however, experience and technology can extend the work of the center in all directions of place marketing.

The period of strategies’ development should match the level of complexity of the tasks and assume adequate funding for analytical and design work, as well as the possibility of outside consultants.

The question of financing of such projects always generates a lot of disagreements. Thus, the ambiguous attitude has caused the adoption of the “Marketing promotion Novosibirsk Region in 2013–2015” [3]. Within its framework, the government announced that within 3 years (2012–2015) it will spend for these purposes 600 ml n rub (considering that all budget of Novosibirsk’s development is some billion rubles). However, these funds will hold a large-scale communications campaign at the federal and international level using the integrated approach, involving highly skilled professionals. Another issue is that the funds must be used correctly. Moreover such costs are fully justified if expected increase in investment would happen.

The terms of reference should not impose undue restrictions on the imagination of policymakers. Thus, the company Pentagram Design, developing

the concept of re-branding of south art of Pittsburgh found that on their way home people had to go through the underpass disgusting. As a result, terms of reference was ignored and developed a plan for the reconstruction of the transition with the purpose to make it pleasant space with installations which implementation led to growth the loyalty of inhabitants.

The presentation and discussion of the strategic ideas and concepts of strategy should have the widest character, detailed coverage of regional media, and the implemented in the online broadcast.

The adoption of the city’s strategy development till 2022 “Cherepovets - a city of opportunities” [13] accompanied by a series of strategy sessions, conference “Cherepovets – territory of development”, which attended more than 250 guests from Moscow, St. Petersburg, Russian regions and foreign cities. 5 “round tables” took place within the conference, known experts were involved: Stas. A. K. (group of companies Stas Marketing) and Vetrov G.U (Fund “Institute for Urban Economics”).

Indispensable condition is testing of loyalty of the population to a new brand and a concept of marketing strategy. During the analysis of public opinion it is advisable to use crowdsourcing and online surveys with moderation in addition to sociological researches.

Yaroslavl is the example of high research activity in the field of branding and positioning on the stage of development of the brand. Yaroslavl State Pedagogical University named after K. D. Ushinsky (Department of Cultural Studies and Journalism) organized and hosted a thematic cycle, consisting of web sessions and conferences, revealing the idea of “Yaroslavl - the third capital” and developing it in an integrated theme of “capital and the provinces” that test its viability. On the other hand, the lack of coordination brand Perm, inability to deliver its benefits, value and substance to the city’s residents caused a considerable response to the public that generated hearings about the city’s rejection of the offered concept and lack of internal marketing.

The list of strategic activities must be fundamentally open. Many regions are actively trying to attract the public at all stages from design to implementation of policies, programs, concepts and brand identity. The authorities have reached a new level of openness and transparency in their activities, including the use of social

control mechanisms, through interaction with experts.

Development of brand identity should be implemented in the format of an open competition, suggesting Internet voting and examination by specialists of marketing and branding.

Development of the visual component of a brand of the city "Cherepovets - a city of opportunities" started in June 2012 as an open competition for the urban development of a logo, a slogan and audio logo of the city. The vote on the different communication platforms for the proposed options was organized. For the legitimacy of the process of visual component's selecting of a brand were collected about 300 creative works. The brand-book will be developed on the basis of the work - the winner of working group on creation of system of visual communications.

The special emphasis is needed to stimulate the initiative, including non-profit projects that require mainly information support, but are able to give immediate effect as the PR-cause. For example, to create the interactive book of records of the Volgograd region is much easier and cheaper than "to promote" the former capital of the Golden Horde Sarai-Berke.

Thus, in the Ulyanovsk region in the framework of the concept of identity formation are realized the starting projects: "The name of Simbirsk-Ulyanovsk region" allowed to reveal the most famous countrymen, the contest "Seven Wonders of the Ulyanovsk region", defined the most interesting man-made and natural sites in the region; the project "Ulyanovsk region - the birthplace of Kolobok" in the nationwide project "Fairytale map of Russia" [12, p. 3], caused a wide resonance in Russia and Ukraine.

The policy documents should be very compact and reflect the specific findings and recommendations of the research.

The number of priorities of the Strategy should be limited: ideally three "anchor" for example, District Friendship (historical "intersection", multinational people, tolerance, multiculturalism, Sarmatians and Sauromates, Cossacks, etc.), Homeland of Victory (veterans, tourism, architectural monuments, etc.), the portal of the Future (neointerindustrialization, youth, workers, entrepreneurs, and creative class, modern forms of business, etc.).

The Undeveloped of subterritory's brands forming the submission about the Volgograd region as a whole must be eliminated. Targeted programs should address city neighborhoods, defining a logical continuation of the development and promotion of the area.

For example, the program "Cultural Capital" [11] in Ulyanovsk is aimed at the Ulyanovsk region as a whole, including the town of Dimitrovgrad, which is a "city - the partner of the Capital of Culture". One of the aims was to increase the visibility and attractiveness to investors, the city's competitiveness in priority sectors. As a result Dimitrovgrad was chosen as the site for the implementation of a major federal project - the creation of nuclear-innovation cluster and providing a number of measures to revive the production of automotive components. The target Program "Formation and control of image of the city of Dimitrovgrad, Ulyanovsk region in 2012-2014" was developed [10].

The absolutization of a role of image and branding techniques is not permitted. In particular, the development of tourism in the region primarily involves active work with extra-regional operators, creating preferences for them in exchange for the active promotion of Volgograd tourism product, and the next step is already the formation of attractive image and presentation of attractions. The preliminary step of creating of Uglich's image and the promotion of the brand "soul of Russian province" was the restoration of monuments and landscaping (the first phase was carried out on the money from the local and regional budget). There will be enough work on the creation and promotion of the brand, but the city became attractive for many tourists and strategically important big business.

The system of the priorities and actions has to have the echeloned character depending on the investment capacity of projects, terms of their realization, the importance for a regional brand, etc.

It is necessary to maximize the opportunities of inter-regional cooperation in the field of marketing: for example, in a format of advance of the joint tourist brands ("Gates of Russia to the Great Steppe" etc.).

The consolidations of the local community, the revitalization of small and medium-sized businesses become the most significant, a burst of activity and the revival of Uglich, due to the

development of tourism. The city's example was a lesson for many, and in 2007 was based the Association of small tourist towns of Russia [6], united Uglich, Suzdal, Dmitrov, Yelabuga, Myshkin, Tobolsk, Valdai, Ples. One of the priorities of the association is the development of the federal program "Tourism as a way to revive the Russian provinces", attracting investment and economic recovery.

System introduction of a paradigm of marketing of territories in all municipalities of the region seems essentially important. Certainly, creation of the information field is necessary for investors for decision-making, in particular, formation of investment passports of municipalities, etc. can become the first step. But are necessary more original, creative steps to attract the attention of investors and nonresidents to the region subterritories.

For example, in Vologda took place the presentation of the project "Guest Card". The card offers the opportunity to use the public transport without any limit. To visit museums and galleries without pay and queues. Tourist with a guest card can take a free tour of the city. Other tours of this card will cost less. The tourist will have special discounts in hotels, restaurants, cafes, beauty salons, theaters and shops, entertainment and sports complexes. St. Petersburg offers its guests such guest card. A joint project of business and public authorities – "Angel Eyes" also finalized. During preparation is developed a unique search engine providing possibility of fast arrival of groups of reaction to a person who find themselves in an emergency situation. The city mobile tourist and information service "Service of Angels" is unique. "Angels" speak foreign languages, work in pairs and are competent, concise, professional and absolutely free of charge for guests of the city to provide a wide range of information about St. Petersburg.

The formation of interactive content created by the user, especially the residents and visitors to the area is crucial to the success of the marketing strategy of the region. Possible options include multilingual regional information and entertainment portal (including official news, a poster of events, news from users, forum, local blogs etc.); ratings of the best places in Google Maps and social networks, social media (networks, blogs and forums); mobile sites and applications, high-quality multimedia content (3D-maps, transport schemes, hiking trails,

videos, photo galleries etc.); accumulation of reviews and recommendations.

If recognize that the logo is the first step on the path to a new territory's identity, the major problems in the area of identity for the Volgograd region are the powerful brake for its branding.

The creation of brand book "Ulyanovsk. Ready for takeoff" became the starting project of identity formation of the Ulyanovsk region. One of the primary tasks of Smolensk in the preparation for its 1150th anniversary was also the development of brand-book. The main element of the visual identity of the brand was chosen the image of the heart. The feature of a sign is that it is possible to find outlines of territorial borders of the Smolensk region in it. More or less recognizable have the brands of St. Petersburg, Kaluga, Omsk, Magnitogorsk, Perm, Yaroslavl, Cherdyn, Dobryanka, Nizhny Novgorod, Molebka and other cities.

The discussions about the emblem and the symbol of our region are clearly delayed, although the territorial heraldry has a very indirect relationship with the brand. The problems connected with the identity development for the large cities and regions always appear and they mainly related: a) the high costs of coordinating projects with the ideas and beliefs of many stakeholders, b) with problematic narrowing all the measurements of the image area.

It is important to recognize that official symbols and brand of the region - a fundamentally different phenomena. Therefore, maintaining the Motherland and Mamaev Kurgan as the images and symbols of the heroic past, as the basis of Volgograd patriotism, should refuse to overfish in identity of a regional brand and sub-brands, as well as the use of explicit connotations of the Battle of Stalingrad. This is indicated by the results of the poll by the Levada Center of the relation to the return of Volgograd its old name "Stalingrad": in October 2012 for only 18% of respondents spoke that they agree with it, against were 60%, undecided – 23%. Nevertheless, the deputies of the Volgograd City Duma in January 2013 took the decision to use the name "hero city Stalingrad" six times a year, in anniversaries of the Great Patriotic War. Volgograd and the Volgograd region could not have the one brand: it is necessary the division of official and informal brands with different tasks and target audiences. Attempts of their combination are initially doomed to public criticism and rejection. Probably, it will be better to combine in identity of

the region not simply last, real and future, and the remote past, the near past and the expected future. In particular, it is possible to use the symbolism of the Golden Horde, ornaments of Uryupinsk down products, the images of high-tech industries (chemical formula, model nanotubes and fullerene molecules, etc.), and elements of the military-patriotic theme. It is necessary to provide systemacity of identity as visual identity of a brand of the region: it should be reflected in the design of business documents, the style of outdoor advertising (billboards, banners, etc.), the design of the urban environment (street steles, sculptures, etc.) and transport (tram, trolley-buses, taxis, airport, river port, bus and train station, public transport), as well as souvenirs demanded by the inhabitants of the region.

Perm is a striking example of the Russian city-branding. There are sculptures of bears and unusual monuments, men on the roof, a special place has a red letter "P", Pasternak looking thoughtfully with posters at the bus stops. Although these accents are scattered and controversial they have the rational as the city got fame and federal attention. A good example of the use of its "abnormal" location is the village of Molebka, the most part of its budget is the souvenirs with symbols of UFOs and the income from "expeditions" and UFO conferences.

Volgograd is the only million-plus city in Russia that has marketing strategy as separate, scientifically reasonable document. All more or less large Russian cities include block of marketing activities into the overall strategy of social and economic development or private strategies. The important condition of the realization of Strategy of social and economic development of the Novosibirsk region till 2025 is the creation, the strengthening and promotion of a competitive brand of the Novosibirsk region at the inter-regional and international level as the region of innovative development providing a high quality of the citizens' life. The long-term target program "Marketing promotion of the Novosibirsk region in 2013-2015" [3] and the program "Formation of image of Novosibirsk till 2020" [4] have been taken to achieve this goal.

The place marketing of St. Petersburg is focused on the development of the tourism industry? That is why the main positions are in the Development

programme of St. Petersburg as the tourist center in 2011-2016: the formation of a positive image, launch events, placement of image information, attraction of investments, infrastructure's reconstruction and economic recovery [4]. The sections devoted to the image of the city, its promotion and its communication strategy are in the City development strategy till 2022 "Cherepovets - a city of opportunities" [13]. The block of marketing activities included in the target program "Development of domestic and inbound tourism" [2] in the Volgograd region, developed for the period from 2009 till 2012 and Strategy for tourism development in the region till 2020 [17]. And later in the Strategy of development of tourism in the municipality "City of Vologda" till 2020 "Vologda - the cultural capital of the Russian North" [15] the marketing focuses on the development of unique historical and cultural resources of the region. The presentation of Vologda as one of the biggest cultural center of North - West of Russia is possible by the creation of conditions for the development of cultural and historical heritage, secondary and higher education institutions, the organization of public events, concerts - exhibition, festival events, tourist gatherings, celebrations giving the reasons for the coverage in the media the recreational opportunities of the city. The cultural heritage could help the development of the city and its infrastructure thanks to a good advertising and attracting of media.

It is important to overcome the widespread notion that the marketing strategy is a specialized subsystem of social and economic development of the area and the higher jurisdictions (macro-region, the country, the international association), its parameters (orientation, the imperatives and priorities) are mainly given "from above", it is a special way of their realization, and its conceptual framework and horizons are also formed by higher-level strategies. The marketing strategy of the region - not a subsystem, and meta-strategy for social and economic development, it should not only contribute to the achievement of the main objectives of the strategy, but also to define them, and to provide the integration of all areas of the strategic regulation from industrial policy to the development of science, culture and sports [18, 19].

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Remarks

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