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A STRATEGIC APPROACH TO MANAGEMENT OF INNOVATIVE MARKETING OF REGIONS

The article outlines the development of theoretical and methodological aspects of the application of a strategic approach to the marketing of innovation in the regions. Innovative marketing Management is presented in the form of a model that consists of the process of developing a marketing strategy for innovation, strategy implementing, and assessing the implementation of the strategy. The proposals for forming an innovative image and forming a brand of Vinnytsia region have been developed.

Keywords: *strategic approach, management, image, innovative marketing of region, branding.*

В статті висвітлено розвиток теоретико-методологічних аспектів застосування стратегічного підходу до управління маркетингом інновацій регіонів. Управління маркетингом інновацій представлено у вигляді моделі, яка складається з формування стратегії управління маркетингом інновацій, реалізація стратегії та оцінка реалізації стратегії. Розроблено пропозиції щодо формування інноваційного іміджу та формування бренду Вінницького регіону.

Ключові слова: *стратегічний підхід, управління, імідж, маркетинг інновацій регіону, брендування.*

В статье показано развитие теоретико-методологических аспектов применения стратегического подхода к управлению маркетингом инноваций регионов. Управление маркетингом инноваций представлено в виде модели, которая состоит из формирования стратегии управления маркетингом инноваций, реализация стратегии и оценка реализации стратегии. Разработаны предложения по формированию инновационного имиджа и формирования бренда Винницкого региона.

Ключевые слова: *стратегический подход, управления, имидж, маркетинг инноваций региона, брендование.*

Problem statement. Understanding the importance of reforming the country's economy, taking into account the interaction of the innovative, socio-economic components of the regions, took place during the period of market transformation at the end of the nineties. The questions of research of innovations have a special interest at the present stage of economic development of Ukraine. The advancement of innovation and the readiness of regions to implement the knowledge economy are the goal of gaining economic independence and sustainable development of Ukraine in the long run.

In the context of globalization processes and interregional competition, the innovative direction of regional development is indisputable. Creating a system for effective management of innovation in the regions and the practical development of marketing tools in order to improve their socio-economic development is particularly relevant, which confirms the relevance of this problem and the need for its comprehensive study. At the same time, when developing the model of management of innovative marketing, a special attention must be paid to the formation of strategic advantages

of regions that can be kept for a long time (new technologies, innovative image, creativity in entrepreneurship).

Analysis of recent research and publications. The place and role of marketing as a coordinating and integrating function in the management of innovations is presented in the works of foreign researchers: P. Drucker [1], P. Kotler [2], J.J. Lambin [3], B. Szanto [4] and others, as well as native scientists: V.M. Heiets [5], S.M. Illiashenko [6-7], L.I. Fedulova [8], etc.

Unsettled issues that are a part of a common problem. At the same time, the studies conducted underestimated the possibility of applying marketing technologies to managing innovation processes in the regions. Not received a sufficient scientific understanding of the new theoretical concepts of strategic management of innovative marketing of regions in modern native scientific literature. In the domestic literature, relatively little attention is paid to the study of mechanisms for the formation of the innovative image of the regions.

The purpose of the article is to develop theoretical and methodological aspects of applying a strategic approach to managing regional innovative marketing and developing proposals for the formation of an innovative image of the Vinnytsia region.

Materials and research results. In the modern world, the importance of regions as places of competition and strategic planning is increasing [9]. The growth of competition between regions for investors and markets requires the search for new management models.

As a subject of strategic development, the region is a socially responsible multi-stakeholder spatial corporation, which is interested not only in ensuring the sustainable development of gross regional income and solving social problems of the local population but also in meeting the needs of all commodity producers, investors, tourists, entrepreneurs, various public organizations, and the state as a whole [9, p. 67].

Typically, the sustainable development of Ukraine and its regions today is associated with the construction of a new knowledge-based economy. The choice of such a course means the introduction of new scientific knowledge, which in turn will affect not only the work but also practically all aspects of social life. Economic growth, generated by innovations, allows solving problems with maintenance of a high standard of living of the population, an increase of social standards. Today, inno-

vation is not just an economic mechanism and a technical process, it is a new socio-economic phenomenon that changes history, culture, education, mentality, the political, institutional, and economic structure of society, determines the ability of society to generate and accept innovations.

An especially important innovation factor is for regions with low economic development. The author's studies [10] have already proven the dependence of the level of development of regions on the performance indicators of the scientific-technological and innovation spheres. At the same time, we consider it necessary to present the results of the study on the grouping of regions according to the level of scientific, educational potential, innovation activity, level of the knowledge economy and socio-economic development calculated for 2016 (Table 1).

As you can see, innovation processes in the regions are not the same, due to different levels of development of scientific and technological, innovation potential, the presence of various industries, understanding the role of innovation and its benefits. Under these conditions, the question arises about the development of a management model aimed at reducing the technological gap and the transition of the region's economy to an innovative way of development. The use of traditional techniques to achieve this goal does not provide the required level of management flexibility, as well as the lack of financial capacity of the regions limits the possibility of their use.

The need for a planned approach to the innovative development of regions confirms the appropriateness of the use of marketing technologies as a mean to bring its internal and external capabilities into line. The use of innovative marketing in the region is due to the problem of coordinating both the supply and the demand for them. Proposals for innovation came about as a result of the development of scientific achievements, the import of technologies and technological knowledge, demand was driven by wear and tear or outdated existing technologies, changes in consumer habits and needs.

Each company seeks to create and sell innovations in order to receive money from the sale of new products (technology) in order to invest in the profitable business, raise its image in the market; improve its competitiveness. The main reasons for the creation and sale of innovations for entrepreneurs are usually: to increase the competitiveness of new products of their own production;

Grouping of Regions for 2016

Grouping of regions by the level of scientific potential		Grouping of regions by the level of educational potential	
Very High	Kyiv	Very High	Kyiv
High	Kharkiv region	High	Kharkiv, Lviv regions
Middle	Dnipropetrovsk, Lviv, Zaporizhzhia, Odesa regions	Middle	Sumy, Khmelnytskyi, Volyn, Mykolaiv, Ternopil, Rivne, Dnipropetrovsk, Chernivtsi, Zaporizhzhia, Vinnytsia, Zhytomyr, Poltava regions
Low	Sumy, Mykolaiv, Kyiv, Poltava, Chernivtsi, Cherkasy, Chernihiv, Vinnytsia, Kherson, Zakarpattia, Ivano-Frankivsk, Volyn, Kirovohrad, Khmelnytskyi, Zhytomyr, Rivne, Ternopil regions	Low	Kherson, Cherkassy, Odessa, Zakarpattia, Kirovohrad, Kyiv, Ivano-Frankivsk, Chernihiv regions
Grouping of regions by the level of innovation activity		Grouping of regions by the level of knowledge economy	
Very High	Kharkiv region, Kyiv	Very High	Kyiv
High	Lviv, Dnipropetrovsk regions	High	Kharkiv, Lviv regions
Middle	Zaporizhzhia, Kyiv regions	Middle	Dnipropetrovsk, Zaporizhzhia, Odesa regions
Low	Odesa, Mykolaiv, Poltava, Zhytomyr, Vinnytsia, Kirovohrad, Ivano-Frankivsk, Cherkasy, Sumy, Kherson, Khmelnytskyi, Ternopil, Zakarpattia, Chernihiv, Volyn, Rivne, Chernivtsi regions	Low	Mykolaiv, Kyiv, Poltava, Ivano-Frankivsk, Sumy, Khmelnytskyi, Ternopil, Zhytomyr, Vinnytsia, Kirovohrad, Cherkasy, Kherson, Zakarpattia, Chernihiv, Volyn, Rivne, Chernivtsi regions
Grouping of regions by the level of social and economic development			
Very High	Kyiv	Middle	Rivne, Cherkasy, Khmelnytskyi, Volyn, Dnipropetrovsk, Zhytomyr, Ivano-Frankivsk, Lviv, Zaporizhzhia, Odesa, Zakarpattia, Poltava, Kirovohrad, Mykolaiv, Ternopil regions
High	Kharkiv, Kyiv, Vinnytsia, Chernivtsi regions	High	Kherson, Chernihiv, Sumy regions

Source: developed by the author on the basis of [11]

increase the image in the market; capturing new markets; increase the size of the cash flow; decrease in resource-consuming product [12]. According to work [13], out of 100 successful cases of innovations implementation – 75 appeared on demand of consumer demand, 25 innovations – related to the introduction of new ideas through R&D. To increase the share of innovations offered by research organizations, it is necessary to manage this process with the use of marketing technologies.

In general, marketing of regional innovations is a systematic activity in the development and promotion of new products and technologies in the market to meet the needs and demands of consumers and society as a whole on the basis of enhancement of the innovative potential of the region, the search for new directions and means of its use in pursuit of strategic goals.

P. Kotler [2, p. 9-16] identified the basic concepts of marketing, which can also be interpreted in accordance with the problem under study:

- the lack of consumer innovation improves the well-being of the firm since innovative enterprises tend to have better competitiveness, higher sales volumes and, accordingly, profits;

- the need for innovation arises from many stakeholders, requests are related to the financial ability of the person concerned to acquire innovations;

- the demand for innovation is directly determined by those factor variables that in their totality form the subsystem of reproduction of consumer innovator, ranging from its innovative needs and ending with its innovative consumption;

- goods in the market for innovations – knowledge, ideas, technologies, products, services that are of interest to the consumer;

- an innovation market is a conditional place for the sale of innovative products, ideas, technologies where there is a sufficient number of sellers and buyers interested in the sale. First of all, it's the actual sellers of innovation: universities, research and development organizations, indus-

try research institutes, enterprises that carry out scientific developments, teams of inventors, researchers and rationalizers. Secondly, buyers: state and non-state funds, programs, grants; research and development institutes, venture funds, financial institutions, search engineers of the most promising innovative ideas, start-ups, transfer and commercialization firms, coworking centres, consulting companies, and other components of the regional innovation infrastructure.

Directly, an innovative enterprise, which can be both a seller and a buyer of innovations, is interested in increasing sales and maximizing profits, forming or maintaining a company's reputation, expanding the market share through innovative products, and increasing the competitiveness of the company and its products. In addition, small innovative enterprises can receive support (resource and information) from the regional authorities and regional innovation infrastructure. In addition to sellers and buyers of innovations in the market relations, there are various intermediaries: technology parks, business incubators, other organizations that provide consulting, information, intermediary, management, organizational, engineering, audit, marketing services.

The object of management of innovative marketing in the region is scientific, technical, and innovative products, innovations. Also, objects that recently include the benefits that the region has may be separate territorial units in the region; prominent personalities, which by the nature of their activities become a kind of innovative product able to meet the needs; social norms, rules of conduct, methods of communication [14].

The subject of governance, in this case, is the regional authorities. They form assortment, price, distribution and communicative strategies that ensure in the complex achievement of strategic goals of the region's development, taking into account the given economic constraints [15, p. 119].

As a result of managing innovative marketing in the region, synergy effects can be achieved in developing innovations and reducing barriers to their information and psychological perception, based on the use of modern methods of interaction between developers of innovative ideas and potential consumers; to implement an integrated approach to innovative development of the region through the use of innovative marketing technologies. Managing regional innovative marketing can create a positive image of the region, provide its investment attractiveness for foreign and domestic

partners, meet the needs of target markets through the creation of the demanded innovative products, more rational use of innovative potential through trust in the authorities – the main bearer of a positive image of the region, to develop the relationship of innovation entrepreneurship with scientific and educational circles, to develop and implement a strategy of innovators' development.

The strategic approach to managing innovation in the region is its strategic intentions to achieve market coordination in the markets for innovative products, capital, labour, and technologies in order to adapt to the market and achieve a high level of development. The strategic approach to governance is characterized by: the priority of long-term goals, planned use of resources, orientation not to solve urgent tasks but to solve problems, active participation of the community in solving regional problems, and the public form of activities of regional authorities.

A strategic approach to managing innovative marketing can be presented in the form of a model consisting of three enlarged blocks: the formation of a marketing strategy for innovation, strategy implementation, and assessment of strategy implementation (Figure 1).

The formation of the strategy of innovative marketing of the region involves analysing the external, internal environment and identifying its potential resources. According to the results of the SWOT analysis, the real needs of the market in innovations and possibilities for their satisfaction are revealed. The development of a marketing strategy for innovation in the region consists of the following steps:

1. Determination of strategic goals of innovative marketing in the region.
2. Detection of marketing objects.
3. Definition of target groups (investors, enterprises, and regional authorities) with the purpose of clarification of potential "customers" – consumers and owners of innovations.
4. Identification of marketing innovation programs in the region.
5. Calculation of the budget.

Each region should independently choose its marketing strategy, taking into account the priorities of the development of innovations, which are determined by the type of its innovative behaviour. Depending on the competitive position of the region and the desired situation, appropriate strategies for the implementation of the strategy are selected. Regions of high competitive status and

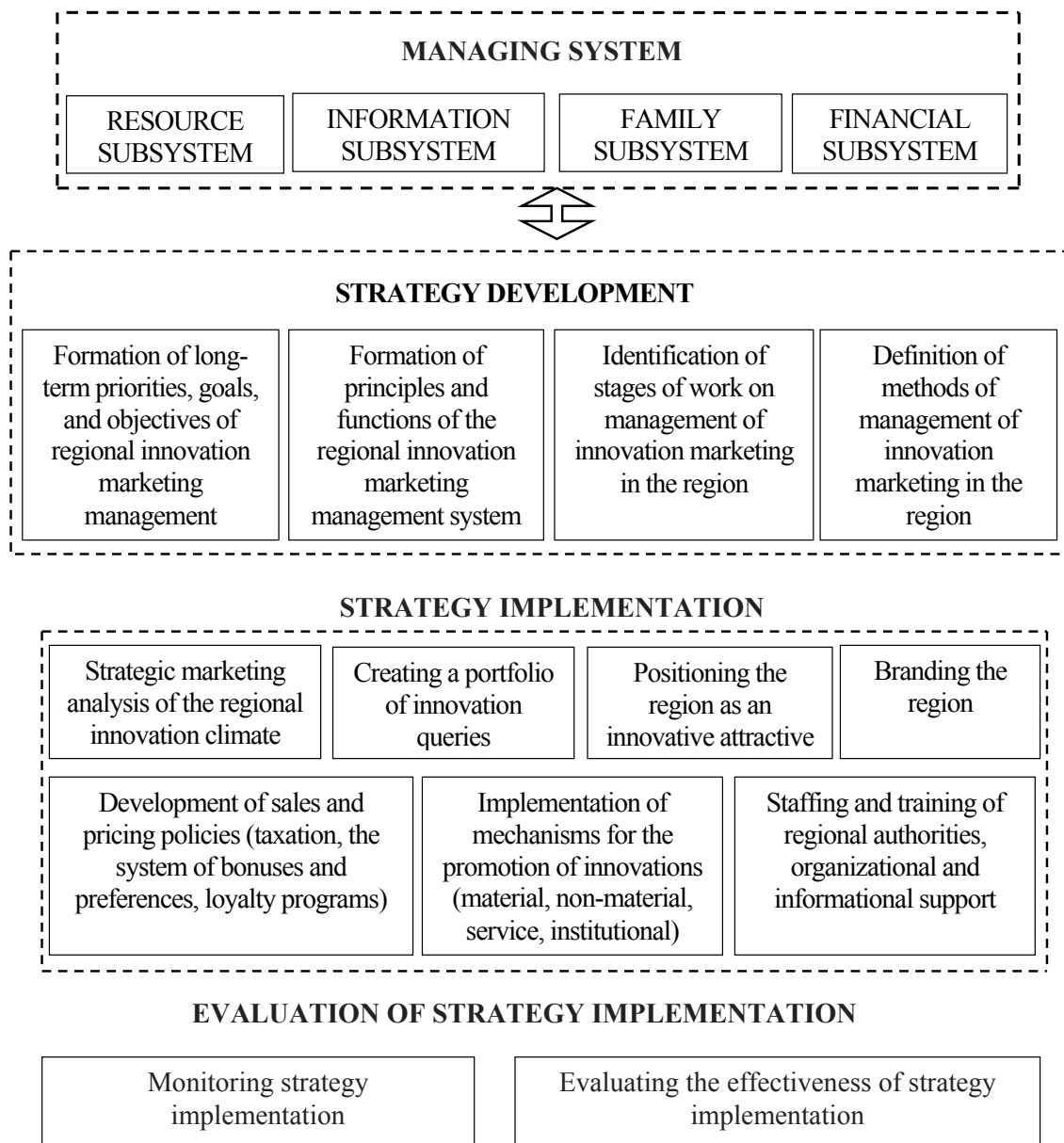


Fig. 1. Model of strategic management of innovative marketing in the region

high innovation activity choose a general offensive or defence strategy, with a low one – they choose the strategies mentioned, as well as the strategies of “guerrilla warfare” and “roundabout manoeuver”.

Strategies can be targeted at:

- marketing of the image of the region – the purpose is to create, distribute, and ensure public recognition of the positive image of the region in the field of innovation. The strategy concentrates mainly on improving communications that demonstrate the transparency of regional authorities for potential participants in the innovation process, improving the investment and innovation attractiveness of the region;

- infrastructure marketing – the formation of innovative infrastructure, industrial zones, so-

cio-economic, cultural, educational infrastructure, at the expense of political, legal, scientific and technical programs;

- population marketing – regions with low levels of employment and cheap labour can be an effective argument for attracting potential investors interested in building new businesses. On the other hand, high-tech enterprises require a highly skilled workforce, in which case the role of higher education institutions, which can be both suppliers of innovative ideas and workers of the appropriate level of qualification, is growing. Universities can also become the creators of an innovative culture – a new ideology that provides innovative development of all aspects of the region’s life.

An American economist, Richard Florida, believes that the success of the regions and countries depends on the presence of the so-called creative class. The core of the creative class is the people of the creative professions engaged in the scientific and technological sphere, education, art, which create new ideas, new technologies. Studies of R. Florida proved that the most economically developed regions in the United States were places with the highest concentration of creative class, which became centres of innovation and high-tech industry [16, p. 23-24]. Therefore, in order to achieve the appropriate benefits of the region, it is necessary to create certain conditions for “cultivating” their own creative class and attracting specialists from other regions – that is, to become more open to new people and ideas. It is necessary to halt the massive outflow of manpower and bring up a creative and talented young generation. To do this, learn to use global talent flows. Cities and regions should receive the status of cities of world class, attractive for the influx of skilled professionals from abroad.

The emancipation of creative abilities of a person is possible only in a certain environment. Its main characteristic is the diversity of spiritual life – religious, ideological, social, and creative. But this cultural diversity does not arise by itself. It is the result of the close coexistence of people with different ideas. The possibility of a peaceful, non-conflict common residence is ensured by the tolerance of society to all manifestations of intellectual dissent, cultural and demographic extravagance. Not a shyness of stereotyped ideas contributes to the learning of new knowledge and experience, that is, growth. Therefore, tolerant regional communities, on the one hand, are appealing to creative people, and on the other hand, they possess the ability to perceive new knowledge and intellectual development [17, p. 52].

In this case, the state youth policy in the direction of developing youth innovation entrepreneurship in the regions should implement the following priorities: informing young people about the potential of the development of regions in Ukraine and its involvement in social practices; development of innovative activity and creative thinking of youth [8, p. 345].

According to the author, the role of regional authorities is to position the region as an innovative and attractive region, to form an innovative image and brand of the region. Positioning is the development and creation of the image of the region

in such a way that it takes place in the person’s consciousness and is associated with positive processes taking place in the region, which made it possible to quickly select the region in selecting the most favourable for the implementation of innovative projects. Branding of the region involves the creation of a “business card” of the region, causing stable associations with the attractiveness of the place and business climate.

Formation of an innovative image of the Vinnytsia region involves positioning and promoting the region (Figure 2).

Since in the vast majority of regions of Ukraine, in the Vinnytsia region (territory of the author’s research), the image is formed spontaneously, image events take place without the use of an integrated approach. Today, Vinnytsia is associated with the musically-light fountain “Roshen”; it certainly attracts a great number of tourists. On the other hand, this does not prevent the creation of a single recognizable and effective image of an innovative region, such as the “silicon valley”. A successful image should be adequate to present, original, plastic, and targeted. A new image can enhance the existing benefits of the region and thus prevent rapid benchmarking, imitation from other regions to gain strengths.

The image of the region in the minds of interested persons is formed due to their inclusion in the media discourse, which involves multimedia influence. Forming the image with the help of both traditional print and audio-visual media, along with advancement in the electronic space with the use of modern Internet technologies and social media, will allow the region to overcome the outdated image and offer a new one – The New Economy of Vinnytsia Region.

It should be borne in mind that such a product as a “region” is the result of a long-term process of implementing a strategic approach to management, which implies a sequence of activities that depend on the administrative resource and the political will of the region’s leadership. Certain steps towards the formation of innovation space have already been made, so the industrial park was created, as a prerequisite for the development of a cluster of machine-building in the Vinnytsia region. The Communal Enterprise “Vinnytsia Municipal Centre of Innovation” developed projects on the construction of the Scientific and Technological Park, Logistics Park. The Program for Strengthening the Competitiveness of Small and Medium Enterprises in the City of Vinnytsia for 2017–2020 was adopted

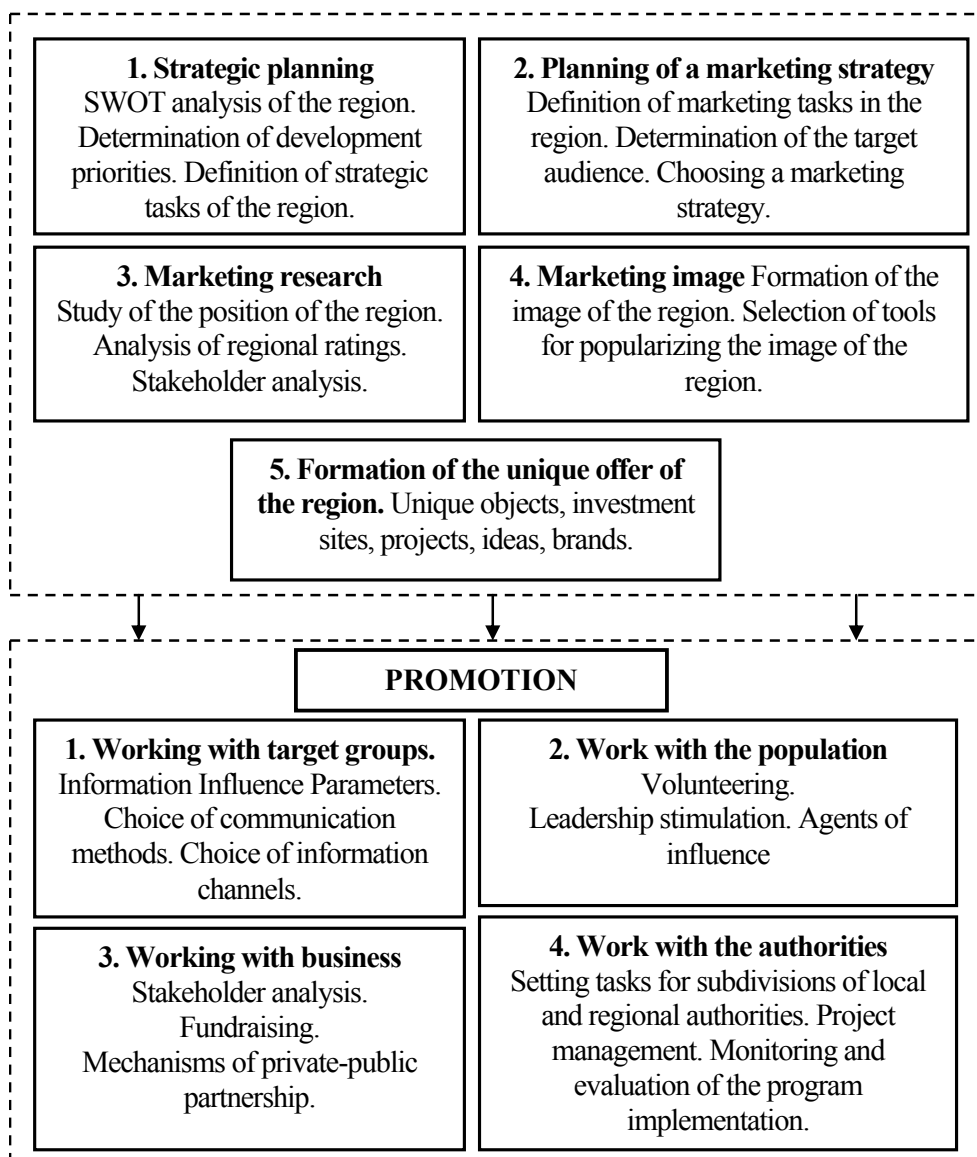


Fig. 2. Formation of the innovative image of the Vinnytsia region

based on comparative studies of the strengths and weaknesses of Vinnytsia with analogous cities, from Ukraine to Canada, an anonymous poll of entrepreneurs, focus groups. As a result, seven priority areas of entrepreneurial activity were identified: information technology, medical services, travel services (hospitality area), food industry, light industry, services, and social entrepreneurship. Each of the seven priority areas of entrepreneurial activity has its own local peculiarities, on which experts make a bet, accumulating the strengths of Vinnytsia for its own development. For example, medical services – here it is planned to introduce the so-called medical tourism. There is also the idea of “city in the city” for successful European examples. An analogue is UNIT City in Kyiv, where on 25 hectares of the territory of the former plant a

smart city is being built for IT specialists. The Vinnytsia Business Service Centre (business-HUB) will also have workshops, creative offices for representatives of large companies, investment company offices, and small offices where young creative start-ups will gather.

To build trusting relationships with the population of the region and support the abovementioned ideas, the local authorities have launched the Criticizing-Propose Project. This is an online questionnaire on problem issues and suggestions for their elimination. Among the most prominent innovations in Vinnytsia was the creation of an NGO hub, a platform for dialogue between the authorities and the public, an online chat “Round-The-Clock Guards” on the website of the Vinnytsia City Council, which receives citizens’ requests on

housing, public health, education, transport, etc., and the opening of the iHUB IT Enterprise Center, which promotes the development of the IT sphere in the city.

According to the author, it is important to update and consolidate the image of Vinnytsia as a student capital of Podillia, a city with a unique university environment. Formation of the brand "Get Your Education in Vinnytsia" is as follows: developing a brand concept, analysing brand potential and target market, developing a basis for brand differentiation, brand image visualization, developing a brand promotion program "Get Your Education in Vinnitsa". The main tools of branding, in this case, will be [18, p. 494]:

- 1) Strategic tools: definition of the mission, formulation of the slogan;
- 2) Symbolic instruments: the unique style of attributes of the city, souvenir production, the official portal presenting the city;
- 3) Advertising tools: print advertising, Internet advertising, advertising video on television;
- 4) PR tools: brand promotion, interregional, national events and projects.

Conclusions and perspectives of further research. Managing the marketing of innovations in the region is not only a business philosophy in modern conditions, it also serves as an effective tool for stimulating its innovation activity, creates conditions for the development and dissemination of innovations, forms consumer preferences, and thus provides the most effective adaptation of consumers to innovations, allows the region to orient its innovation activities on market queries. As in business, the purpose of using marketing in the management of regions is to create, maintain or change the thoughts, intentions, and behaviour of the subjects of the consumer by forming and maintaining the attractiveness, prestige of the region as a whole, living conditions and business activity in the region, as well as the attractiveness of natural, material, financial, labour, organizational, social, and other resources concentrated in it, as well as opportunities for the realization and reproduction of these resources. Achieving these goals involves solving the following tasks: formation and improvement of image and its prestige, business and social competitiveness; creating a high level of popularity of the region; increasing the participation of the region and its subjects in the implementation of international and national programs; attraction of state and external orders; stimulating the acquisition and use of its own resources outside the re-

gion for its benefit; increasing the competitiveness of industry and services located in the region; the involvement of new enterprises in the region.

Taking into account the priority directions of development of the Vinnytsia region, it is necessary to actualize and use competitive advantages for forming its innovative attractiveness and create a unique environment conducive to the comprehensive development of the region's economy.

Effective functioning of the government is extremely important for the development of a legislative framework at the regional level, as well as a flexible system for supporting entrepreneurial, investment, and innovation activities, which would better distinguish the Vinnytsia region from the rest and allow additional state resources to be built for the construction of social and transport infrastructure. This, in turn, will affect the development of other areas of great potential (industry, tourism, medicine, etc.).

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A STRATEGIC APPROACH TO MANAGEMENT OF INNOVATION MARKETING OF REGIONS

The article outlines the development of theoretical and methodological aspects of the application of a strategic approach to innovation marketing in the regions. Innovation Marketing Management is presented in the form of a model that consists of the process of developing a marketing strategy for innovation, strategy implementing, and assessing the implementation of the strategy. The proposals for forming an innovative image and forming a brand of Vinnytsia region have been developed.

Managing the marketing of innovations in the region is not only a business philosophy in modern conditions, but also serves as an effective tool for stimulating its innovation activity, creates conditions for the development and dissemination of innovations, forms consumer preferences and thus provides the most effective adaptation of consumers to innovations, allows the region to orient its innovation activities on market queries. As in business, the purpose of using marketing in the management of the regions is to create, maintain or change the thoughts, intentions and behaviour of the subjects of the consumer by forming and maintaining the attractiveness, prestige of the region as a whole, living conditions and business activity in the region, as well as the attractiveness of natural, material, financial, labour, organizational, social, and other resources concentrated in it, as well as opportunities for the realization and reproduction of these resources. Achieving these goals involves solving the following tasks: formation and improvement of image and its prestige, business and social competitiveness; creating a high level of popularity of the region; increasing the participation of the region and its subjects in the implementation of international and national programs; attraction of state and external orders; stimulating the acquisition and use of its own resources outside the region for its benefit; increasing the competitiveness of industry and services located in the region; the involvement of new enterprises in the region.