

Designing a Marketing Strategy for the Development of Industrial Tourism in the Region

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Abstract

The article is devoted to the study of the process of development of regions as a promising area of industrial tourism. The authors researched the marketing strategies of industrial tourism, studied, proposed an algorithm for selecting a marketing strategy for the development of industrial tourism and the concept of developing a marketing strategy for the development of industrial tourism. They also proposed a scientific and methodological approach to assessing the attractiveness of investments in the region for the development of industrial tourism and tested its practical effectiveness at 10 enterprises. Developed a mechanism for implementing a marketing strategy for industrial tourism, which is the basis for establishing the structure and composition, goals, objectives, principles, functions, methods, means of implementing a marketing strategy for industrial tourism, as well as for significant activities at national, regional and local levels of promotion of industrial tourism and industrial tourism infrastructure.

Keywords: Attractiveness; Industrial tourism; Investment; Marketing strategy; Region.

1. Introduction

The process of industrial development of regions in different ways affects the formation of the tourism industry. At first glance, high environmental pollution in the regions harms the attractiveness of the regions (Babenko *et al.*, 2020; Pohrebennyk *et al.*, 2016). On the other hand, the successful operation of industrial enterprises under certain conditions contributes to the development of this type of tourism as industrial (Bujok *et al.*, 2014; Huang, and Zheng, 2015; Irtyshcheva *et al.*, 2020). Therefore, it is necessary to determine the prospects and strategic marketing priorities of a still underrepresented type of tourism – industrial tourism in industrial areas.

The development of industrial tourism promotes the emergence of new brands and improves the investment environment (Bujok *et al.*, 2015; Chikurova and Oshkordina, 2020; Oliinyk, 2017). Industrial tourism is a niche for the development of cooperation between regional governments, industry and tourism companies, and an additional channel for the transfer of knowledge (Dźwigoł *et al.*, 2019; Kwilinski and Kuzior, 2020; Miśkiewicz, 2018). All this requires the improvement of theoretical and scientific-methodological approaches to develop a marketing strategy for the development of

industrial tourism to effectively use the industrial potential of the region, increase the attractiveness of investment and image.

Overcoming the limited opportunities for economic development, which is one of the prerequisites for reducing social tensions in industrial areas, requires the study of new areas of economic activity, diversification of production and, in particular, the development of services. At the same time, it is strategically important to use the tourist and recreational potential as a direction of sustainable development based on the maximum use of local resources (Bujok *et al.*, 2014; Pavlakovič and Turnsek, 2019; Trusova *et al.*, 2019). Therefore, it becomes possible to form a marketing strategy for the development of tourism, which is not yet widespread enough – industrial tourism in industrial areas. There is no consensus among scientists regarding the definition of priority marketing strategies for the development of industrial tourism. New strategic goals of regional management require the use of a marketing approach to planning the development of the territory because the purpose of marketing mechanisms in the control of the development of the region makes it possible to direct all the activities of the subjects of the region to ensure the competitiveness of the territory by improving the quality of life of its inhabitants by meeting the needs of consumers. It is the growth of the population's welfare and

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investment in the region that is an essential goal of the competitiveness policy. The openness of enterprises for visiting, the opportunity to get acquainted with technological processes, visits to specialized industrial museums imply visits not only for educational purposes but also the chance to attract potential investors.

2. Marketing Strategies of Industrial Tourism

Industrial tourism is a type of active tourism, which involves the organization of regular tours of industrial regions to existing or existing industrial companies without paid activities when they are temporarily in the cognitive, professional, commercial, scientific, educational and other interests.

The marketing strategy for the development of industrial tourism in the region is to develop a long-term comprehensive program of activities aimed at achieving the goals and priorities of increasing the competitiveness of the region through the development of industrial tourism, as well as developing mechanisms and tools to implement the chosen strategy.

The marketing strategy involves a systematic and continuous analysis of the needs of large groups of consumers, forecasting trends in their markets, assessment and selection of priority areas of development, as well as

development and production of goods or services, which allows the company to target specific groups or serve segments more effectively than its competitors (Bashynska *et al.*, 2019; Kavartzis, 2007; Prokopenko *et al.*, 2020). Marketing strategy consists of a set of strategic measures, which include developing measures to increase competitiveness, mechanisms and tools for implementing the chosen strategy.

The marketing strategy for the development of industrial tourism should be based on general marketing concepts, but take into account the specifics of the tourism business. Industrial and tourism companies should cooperate with local authorities, participate in the development of regional programs for the development of industrial tourism and the region as a whole and focus as much as possible on tourism potential. The development of a marketing strategy for the development of industrial tourism should be the primary tool to meet the needs of consumers and, consequently, for the effective operation of the country, region, industry and tourism (Boros *et al.*, 2013; Dyshkantiuk *et al.*, 2020; Pavlakovič and Jereb, 2020). Given the results of monitoring the industrial tourism market, priority marketing strategies for the development of industrial tourism at the macro, medium and micro levels have been identified (Fig. 1).

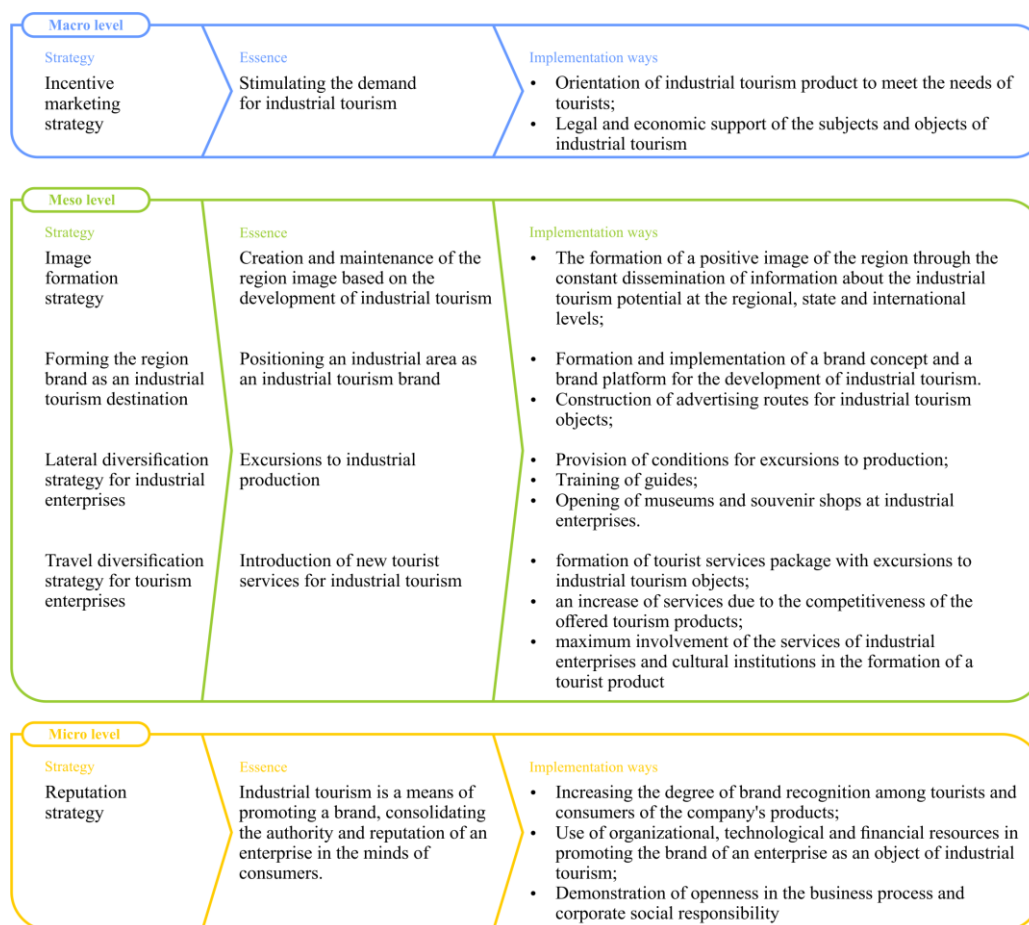


Fig 1. Marketing strategies of industrial tourism

Characteristic features of the marketing strategy for the development of industrial tourism are:

- long-term adaptation;

- is a tool for implementing the marketing goals of companies engaged in the development of industrial tourism;

- based on the results of strategic marketing analysis of opportunities for industrial tourism;
- determines the market activities of industrial and tourism companies.

Given the nature and method of implementing marketing strategies for industrial tourism, it isn't easy to draw a clear line between levels. Image and branding strategy based on the development of industrial tourism can be applied not only at the middle level but also at the macro and micro levels. Therefore, for the development of industrial tourism, it is recommended to implement a "mixed strategy" or a single strategy that offers a systematic approach and grouping of strategic priorities for industrial tourism, with the separation of specific strategic guidelines depending on the economic activity of the tourism market. The results of the analysis of current marketing strategies for industrial tourism development, the implementation of which was recommended at the macro, medium and micro levels, led to the conclusion that it is necessary to develop a "mixed strategy", aspects of such strategies are combined: tourism and branding, lateral diversification for industrial companies, diversification of travel services for travel companies and reputation strategy.

When developing a marketing strategy for the development of industrial tourism, it is necessary to take into account such parts of the target market as the region, tourism, industry and travel company. The organizational and methodological approach to determining the marketing strategy for the development of industrial tourism (Fig. 2) is based on the use of analytical and expert methods to focus on the regional level.

The choice of a marketing strategy for the development of industrial tourism is based on monitoring the marketing environment, research and forecasting demand, identifying potential objects and promising strategic directions for the development of industrial tourism in the region (Cristobal *et al.*, 2020; Nunes *et al.*, 2019).

The most acceptable for the development of industrial tourism is the concept of relational marketing, as it is based on building mutually beneficial long-term relationships that do not oppose the market and do not aim to make short-term profits. The purpose of this concept is the interaction of companies, market development and solving social problems of the team and society.

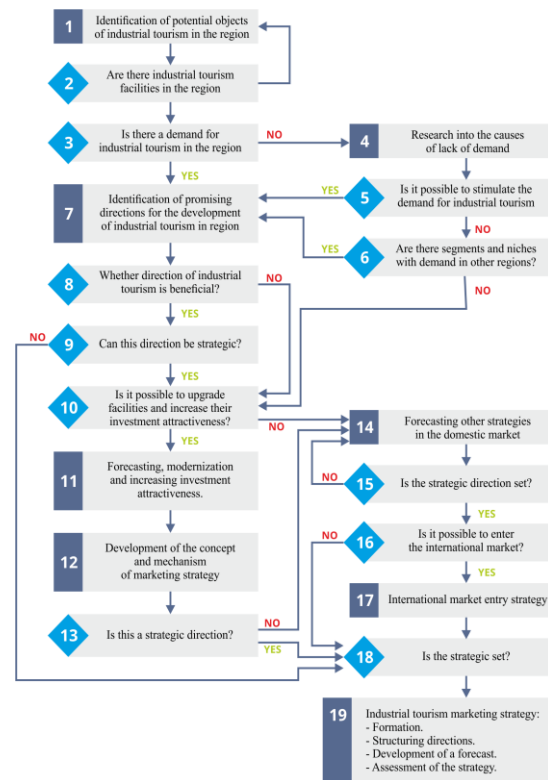


Fig. 2. Algorithm for choosing a marketing strategy for industrial tourism

The essence of this concept is that the purpose of marketing management is the relationship with customers (tourists). The only way to retain a consumer is to personalize the relationship with them, and this becomes possible through the development of long-term relationships between partners (Kornus *et al.*, 2019; Prokopenko *et al.*, 2020). The main provisions of the concept of relationships are the basis of a conceptual approach to developing a marketing strategy for industrial tourism. This approach is the only general concept of the plan for the development of industrial tourism at the macro, medium and micro levels through market segmentation, positioning the region as a place of industrial tourism and the use of marketing combinations. Also, the conceptual approach takes into account the strategic goals of cooperation, the principles of industrial tourism in the region and tools for their implementation (Fig. 3).

Ways to achieve a conceptual approach to the development of marketing strategy for industrial tourism:

- research and assessment of the potential of industrial tourism development based on developed methods;

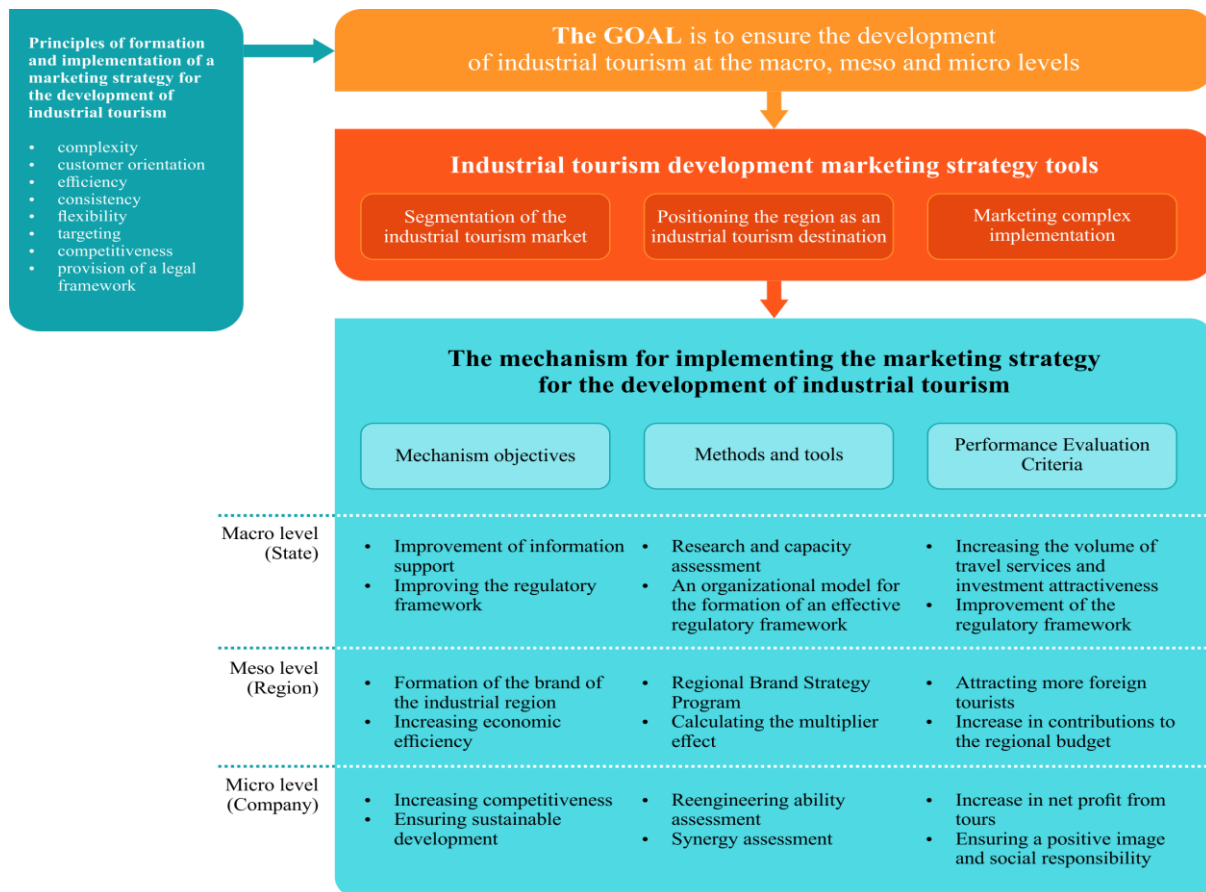


Fig. 3. The concept of developing a marketing strategy for industrial tourism

- development of an organizational model to create an adequate legal framework for the development of industrial tourism;
- creation of a regional program of branding strategy in the region as a centre for the development of industrial tourism;
- assessment of the multiplier effect from the implementation of the marketing strategy for the development of industrial tourism;
- evaluation of the ability of an industrial organization to restructure business processes for tourism development.

As objects of industrial tourism should use factories, mines, and other enterprises with a rich history and exciting production process. The organization of tastings is also necessary for food industry companies.

The process of organizing a trip to the food industry requires a unique approach. It must meet such parameters as interaction, safety, demonstration of impeccable technology, clarity, entertainment, demonstration of integrity, transparency of management, perception and tasting (Jansirani, 2013; Lee, 2016).

3. Estimates of Investment Attractiveness of The Region as a Component of Industrial Tourism

In regions with a high density of industrial facilities that attract tourists, expectations for the development of industrial tourism are growing. This provides an opportunity to discuss the reasons and goals of the introduction of lateral diversification in industrial companies.

The readiness of companies to implement a marketing strategy for the development of industrial tourism determines the development of an approach to assessing the investment attractiveness of the region for the development of industrial tourism (Fig. 4).

This approach includes reviewing the objectives, principles, assessment methods, levels of diagnosis and determining the order of the calculated indicators. Assessing the investment attractiveness of industrial tourism is based on the calculation of indicators of generalization - indicators of attractiveness at the macro, medium and micro levels. Based on these indicators, the integrated index of investment attractiveness is calculated.

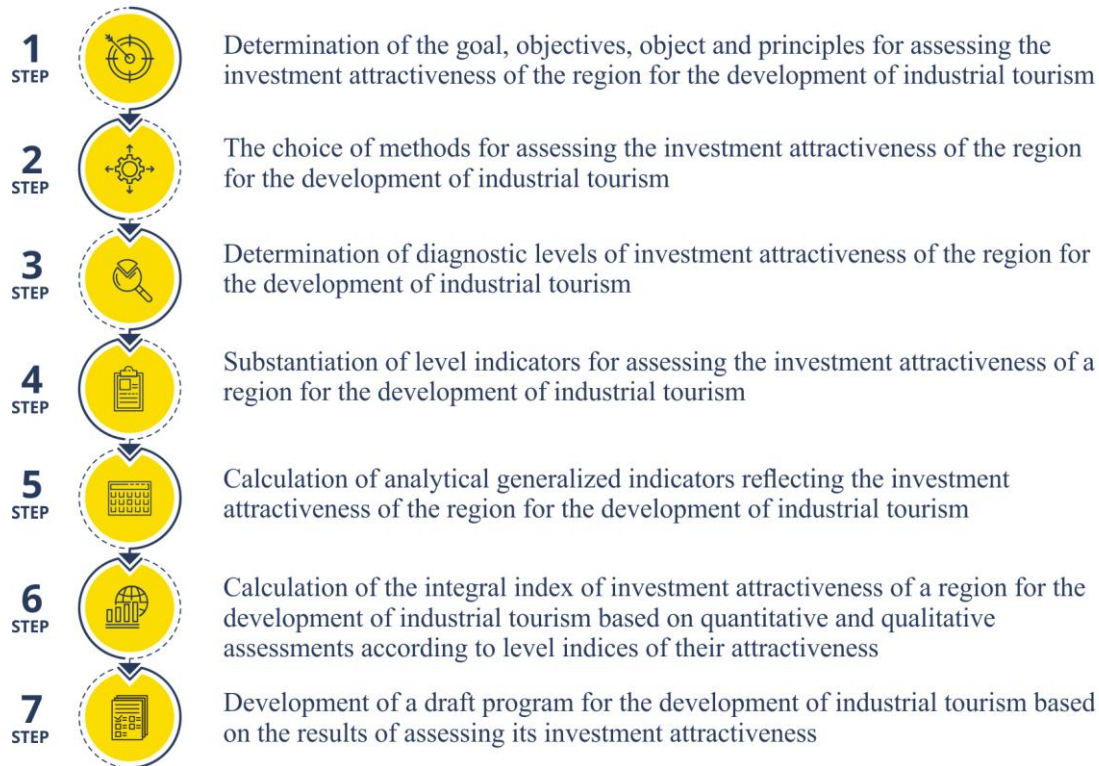


Fig. 4. Approach to assessing the investment attractiveness of the region for the development of industrial tourism

The analysis of each level is based on the systematization and calculation of indicators for assessing the level, taking into account the impact on tourism and industry. As a result, we obtain an integrated index of the attractiveness of investment in the development of industrial tourism based on a quantitative and qualitative assessment of the three areas, taking into account the importance of each aspect.

The following formula determines the complex indicator of attractiveness of investments in the development of industrial tourism:

$$II_{Ait} = \left(\sum ad + \sum xd \right) + \left(\sum bd + \sum yd \right) + \left(\sum cd + \sum zd \right) \max 100\%$$

where a – indicator of the investment attractiveness of the state (macrolevel) in terms of the development of industrial tourism (an indicator of industry);

x – an indicator of investment attractiveness of the country (macro-level) in terms of industrial tourism development (tourism indicator);

b – an indicator of the investment attractiveness of the region (meso-level) in terms of the development of industrial tourism (an indicator of industry);

y – an indicator of investment attractiveness of the region (meso-level) in terms of industrial tourism development (tourism indicator);

c – an indicator of the investment attractiveness of an enterprise (micro-level) from the development of industrial tourism (an indicator of industrial enterprises);

z – an indicator of the investment attractiveness of an enterprise (micro-level) from the development of industrial tourism (an indicator of tourist enterprises);

d – the specific weight of each indicator.

The maximum amount that the company receives as a result of calculations according to formula (1) is 100%. Then comes the index of investment attractiveness for the development of industrial tourism, which indicates that the industrial or travel company has reached the maximum value of this indicator.

The assessment of the proposed scientific and methodological approach to the feasibility of industrial tourism on the example of 10 industrial enterprises of Kyiv, Odesa and Cherkasy regions of Ukraine and the assessment of their attractiveness as an object of industrial tourism is presented in Fig. 5.

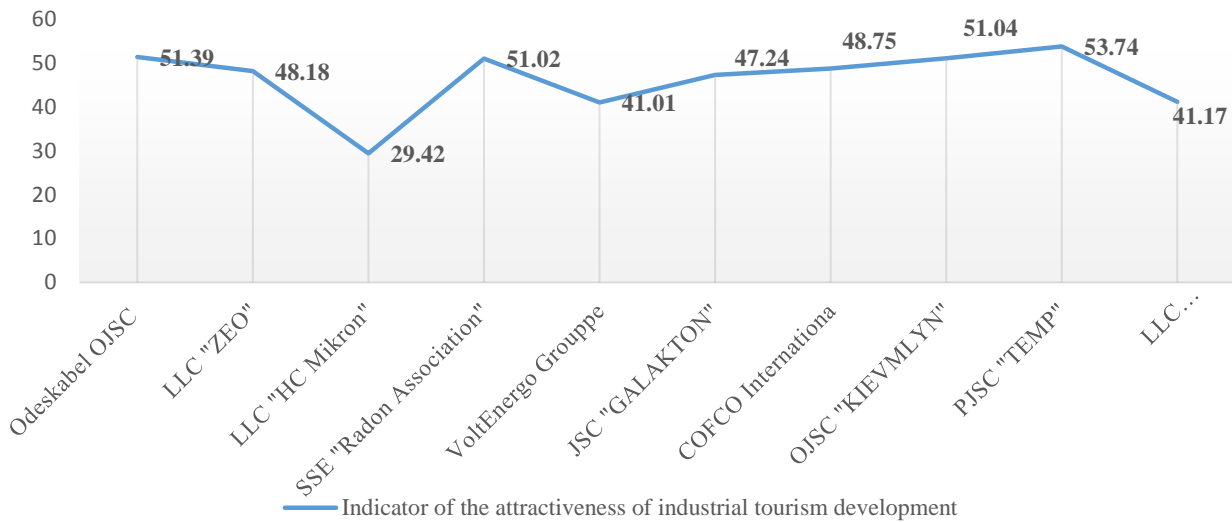


Fig. 5. Integrated indicator of investment attractiveness of industrial enterprises of the regions for the development of industrial tourism

The results of the calculations showed that all selected industrial companies (except HC Micron LLC) have high performance and need minor adjustments to implement a diversification strategy through the development of industrial tourism.

Based on the conceptual approach to the development of marketing strategy for the development of industrial tourism, a mechanism for its implementation has been developed (Fig. 6). This mechanism consists of several organizational, economic, methodological, regulatory and information links in the development of industrial tourism. Based on this mechanism, the main measures at the national, regional and local (local) levels were identified to promote the development of industrial tourism and infrastructure.

As a result of the mechanism implementation, it is expected:

1. Creating a system for the most efficient use of the tourist potential of the region.
2. Increasing the number of tourists travelling to cities in the industrial zone.
3. Improving the quality of service in residential, commercial, catering and consumer services.
4. Ensuring coordination and coordination of activities for the development of industrial tourism of all companies, regardless of their ownership.
5. Increasing the investment attractiveness of industrial companies and attracting investment for the development of tourism and related sectors of the regional economy.

All this, in turn, leads to:

- development of the tourist product of industrial tourism taking into account all needs of the target segment and satisfaction of needs of potential

tourists from active high-grade educational rest and interest in industrial culture;

- growth of socio-economic development by increasing the revenue side of the budget through tax revenues from tourism and tourism organizations;
- increase the number of employees and employers in the tourism industry.

The long-term effects of tourism lead to a broader multiplier effect, namely the development of related industries. As a result, the number of additional jobs and income increases [20].

Given the economic performance of industrial tourism, it should be noted that the term "economic efficiency" means the management process, the result of which is a specific benefit derived from individual costs of money, material, information resources and labour.

In addition to economic potential, industrial tourism combines direct and indirect effects:

1. Direct impact – the impact of travel costs on the gross output of services in tourism establishments and enterprises.
2. Indirect consequences – additional specific production in other industries that are not tourism, but caused by tourism costs.

Industrial tourism is the basis for increasing the productivity of all companies operating in the industry and the tourism business and creates a high multiplier effect from its development. Industrial tourism covers sectoral sectors: tourism, transport, housing, food and beverages, communications, trade, banking and financial services, the entertainment industry and has a stimulating effect on their development.



Fig. 6. The mechanism of implementation of a marketing strategy for industrial tourism

4. Conclusion

The conceptual approach is mainly used in the implementation of a marketing strategy for the development of industrial space. It is a combination of organizational and economic, methodological, methodological, regulatory and information links in the development of industrial tourism and promotes the development of industrial tourism at the macro, medium and micro levels, which meets the needs of tourists, industrial companies, host region and state.

Based on this mechanism, the main measures at the national, regional and local levels were identified to promote the development of industrial tourism and industrial tourism infrastructure. Also, this mechanism is the basis for establishing the structure and composition, goals, objectives, principles, functions, methods, means of implementing a marketing strategy for industrial tourism, as well as for significant activities at national, regional

and local levels of promotion of industrial tourism and industrial tourism infrastructure.

In practice, different marketing strategies are used to develop industrial tourism, but in most cases, at the level of tourism and industrial companies, not the region.

Given the specifics of industrial tourism, the article presents priority marketing strategies for its development at the macro, medium and micro levels, so we can conclude that it is advisable to use a "hybrid strategy" that combines aspects of such strategies: stimulating marketing, image and brand industrial tourism destinations, broad diversification for industrial companies, diversification of travel services for travel companies, etc.

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