

## MARKETING INSTRUMENTARIUM IN THE PROCESS OF ACCEPTING PROJECTS FOR DEVELOPMENTAL ACCELERATION IN BACK-WARDED REGIONS

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**Abstract:** The aim of the study is to present and describe a possible interaction between currently en vogue economic spheres – project management and marketing. On the basis of the research carried out, the authors identify key elements of marketing instrumentary which might be applied by project planning and implementation within a developing region of the Slovak republic. The method was analysed in practice for a chosen type of a project related to life-long learning education which was implemented in the Presov self-governing region.

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**Keywords:** Marketing mix; project management; region.

### Introduction

The new challenges and changes in the nature and character of business with regard to rapid scientific-technical advancements, implementation of the newest information and communication technologies within the structural environment, as well as with regard to permanent innovation, development and meeting increased competition are obvious. At the same time, the accession of central Europe into the European Union and the consequent complex integration to a unified economical environment has brought many desirable, necessary and also willing changes within the confines of the parameters of the economic environment. Also in Slovakia, attention is being paid to projects, possibilities to utilize financial help within regional EU policies with the intention of supporting significant changes mainly in the way of financing and supporting business projects as well as innovations in regions. A significant number of those involved in the economic sector focus on project management. Projects alone are not enough. It is marketing project presentation (as a marketing product) and creation of concepts specific to effective marketing tools for the acceptance of projects in the target market which are the subject of research presented in the academic study.

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### **Aim of the paper**

The research study provides an analytical view and proposes a conception of connecting two areas – project management and marketing targeted at defining suitable marketing strategies for the presentation of projects as products aimed at a target market, which changes depending on the type of project and its contribution to each individually defined target group. With regard to the project creation – projects for the development of education and the tutoring of organisation in the developing region of the Slovak republic, the Prešov self-governing region, the main scientific goal of the authors' work is to develop an innovative model of a specific marketing instrumentary, which will guarantee the acceptance of projects among target groups in all phases of its implementation.

### **Material and approaches**

The marketing control conception and portfolio of activities, known as marketing, is the fundamental attribute and means of existence of market oriented organisations, i.e. democratic economic structure. Its current form presents the most modern means of controlling business mentality and activity in a competitive environment [9]. Marketing is becoming a scientific area, which has a positive influence on the development of the entire economy. In the process of its development, it has undergone and continues to go through major changes, increased effectiveness, etc.

In literature, the well-known classic concept marketing mix as a set of factors, by which firms can influence demand for its products, is most commonly named according to the English terminology for these factors; the “four Ps“, hence “4P“. However, with regard to the contemporary dynamic era, this denomination is rather obsolete, as it does not meet all the up-to-date variations of potential widening and needs. The success of the business subject in the market is conditioned by a suitably chosen system of effective marketing elements, which appear as a harmonic and balanced whole. For more details on the essential basics, definitions and modern extensions of the marketing mix, cf. [1], [4] and others.

A stereotyped and generic use of the marketing mix created problems within the theory and practice of marketing. Each step within marketing has to be creative and innovative. Marketing is a dynamic scientific discipline, which is gathering pace. Inertia of the marketing mix can lead to problems in the economy. The marketing mix, in its basic form, is too simplistic – it does not reflect the complex reality [2]. For the marketing of services, a mix different to that of the marketing of products has been proposed, which causes broadening of the mix for such elements as Personnel, Process and Physical evidence. Philip Kotler [3] recommends adding Politics Public opinion to the marketing mix. Štefko [9], for example, in his marketing mix for universities, defines the marketing mix as consisting of eight elements: apart from Product, Price, Place and Promotion, it is also Personalities, Process Pedagogical Approaches, Participation Activating and Physical Evidence.

Lovelock and Wirtz [6] define the individual elements of the marketing mix as Product Elements, Place and Time, Processes, Productivity and Quality, People, Promotion and Education, Physical Evidence, Price and Other Costs of Service. In the marketing of tourism, further Ps for Partnership, Programs, Packaging and People can be added. In the marketing of towns and villages with regard to communication policies, it is necessary to add City Design, City Behaviour and City Communication. A partly unique view of the extension of the marketing mix has been provided by Payne [7]. Some authors [5], on the other hand, structure the marketing mix in even more detail and add such elements as Packaging, Personal Selling or Passion. Approaches vary.

Project management as the “boom of the 21<sup>st</sup> century“ gained a new dimension in our country especially with Slovakia entering the EU, by the possibility for Slovakia to participate in regional and structural policies of the EU and resource utilisation, which are aimed at supporting stagnant, economically weak and structurally imbalanced regions. Project managing must be based on the synergy of flexible response to the changes in the environment of the given region, thorough methodological preparation, full support within the organisation and formulation of an efficient team who is passionate about the matter and is capable of carrying the project and its outcomes through towards the target market. This is where support of the project is necessary, as its communication towards the target group provides space for integration of marketing principles into project-oriented activities of the organisation – into project management as a marketing product.

Project management can be understood as a method and a set of techniques for planning, proposing and controlling work activities aimed at achieving the goal of the project in the given time, within the confines of the budget and available resources, while the target product must fulfil the determined specifics. From this viewpoint, project management can also be perceived as a constraint satisfaction problem. The goal is to suggest a target product, an artefact, which must fulfil functional constraints given in advance and, at the same time, constraints for the realisation of the final product must be kept, as the project, according to Sabol and Macej [8], is a process, i.e. a chain of elementary activities, among which are defined time and functional input-output relations and constraints with regard to the resources allocated to the project, while the final element of this chain is the target product. Contrary to classic management, which is given by the need for sustainment and development of already established systems, which are means for permanent, continual and repeated creation of required outcomes, project management which guarantees the realisation of unique, unrepeatable processes limited by time and resources, which lead to achieving predefined goals.

### **Research methodology**

The main goal of the presented research is the identification of specific significant and effective elements of new marketing instrumentary in preparation, realisation and, mainly, communication of projects in stagnant regions aimed at guaranteeing

successful acceptance of its implementation and results in the target group. Another goal is to accomplish internal bonds between identified marketing factors, by means of which target groups perceive the very preparation, realisation and execution of the project. The research problems and hypotheses, including partial hypotheses, are defined as follows:

Research problem 1: Is it possible to define and specify further significant effective factors of marketing instrumentary in the process of achieving the desired response of target groups with regard to the creation of marketing concepts aimed at the most intensive acceptance possible of the projects by the target market in stagnant regions, apart from the basic fundamental marketing model “4P”?

Main hypothesis H<sub>1</sub>: It is assumed that it is possible to broaden the basic fundamental model of marketing mix “4P” by statistically significant effective innovative marketing factors specific for the area of project management as the key instrument supporting successful implementation of the project within the chosen region.

Partial hypothesis H<sub>1.1</sub>: It is assumed that, within the confines of the effective model of marketing instrumentary applied to the area of project management, there is a statistically significant effective marketing factor P5 represented by “Project Personality”.

Partial hypothesis H<sub>1.2</sub>: It is assumed that, within the confines of the effective model of marketing instrumentary applied to the area of project management, there is a statistically significant effective marketing factor P6 represented by “Process of Project Planning and Implementation”.

Partial hypothesis H<sub>1.3</sub>: It is assumed that, within the confines of the effective model of marketing instrumentary applied to the area of project management, there is a statistically significant effective marketing factor P7 represented by “Public Participation in Project”.

Partial hypothesis H<sub>1.4</sub>: It is assumed that, within the confines of the effective model of marketing instrumentary applied to the area of project management, there is a statistically significant effective marketing factor P8 represented by “Possible Development of Back-Warded Region”.

Research problem 2: Is there a reciprocal concord between identified factors of marketing instrumentary for the stage of project preparation and planning and structural identification of marketing factors typical of the stage after its successful completion?

Hypothesis H<sub>2</sub>: It is assumed that factors P5, P6, P7 and P8 of marketing instrumentary, identified by means of research, which are specific to the stage of the project preparation, are identical to marketing factors P5, P6, P7 and P8 specific to the stage after its successful completion.

### **Concept of a model project of regional development implemented in the developing of Prešov self-governing region**

The presented project was proposed within the program document “Initiatives of the EQUAL Association” and the a priori “Support of adaptability of businesses and employees towards structural economical changes and information as well as other new technologies” aimed at strengthening adaptability of human resources within the region by means of “made-to-measure education“ within “Supporting the creation of an environment stimulating the development of human resources and providing their adaptability in the process of structural changes and introducing new technologies”. This project was approved at the end of 2005, it started to be realised in 2006/2007, and was finalised in 2008/2009.

The project was named “Made-to-measure education completion as a means of strengthening adaptability of human resources“. It was realised within the Prešov self-governing region. From a long-term viewpoint, the project focused on strengthening adaptability of human resources in the process of structural changes and introducing new technologies by means of continuous education. Project outcomes, as a result of identification of needs within education in small businessmen and tradesmen, reflected contemporary needs in the area of education in the labour market and become the basis for the reduction or strengthening of study fields and for the completion of national curriculum within secondary and university education systems in the region. The project was also aimed at stabilising and gradually increasing employment in the region, which also included school leavers.

Insufficiently qualified employees of small and medium-sized businesses, secondary school leavers and graduates of universities, the long term unemployed, minors, people over 50 years old, men who have completed national military service, people who have recently been released from prison and people who have returned to work after maternity or paternity leave were all entitled direct target groups of the proposed project within the EQUAL initiative. Non-government organisations, small and medium-sized businesses as well as advisory, educational and re-qualification institutions were the target establishments. Non-direct target groups involved in the project who benefited from regional development supported by the project were the local self-government, representatives from the economic sector, educational institutions and organisations providing education and re-qualification courses and programmes, regional participants from municipal offices, centres of regional innovation, the general public as well as the labour force within the region.

### **Results and discussion – first and second stage of the research**

Within the *first stage of the research*, before the actual project realisation, the authors focused on an analysis of target groups and identification of attributes of the perception of marketing activities when preparing and realising the model project. The aim of the research, realised by means of a questionnaire, was to

define marketing attributes, through which the key target groups, i.e. employees of small and medium-sized businesses as well as university graduates, perceive its preparation and actual realisation within the region. The data from the questionnaires completed by the target groups were used as the input for statistical processing. The questionnaires, realised before the start of the project, consisted of seven identification questions and 22 scale questions (the scale being 1 – 5).

The questionnaires were distributed to 150 potential participants of the project. Out of 134 returned questionnaires, 114 were fully completed.

The results of the research were analysed by means of the SPSS programme. To reduce dimensionality of manifest variables, factor analysis was used, which, according to the SPSS knowledgebase, “*while being the best for continuous linear-related variables, although in practice, ordinal data often works very* “. After the primary analyses of descriptive statistics, mutual correlations and various factor alternatives, from the viewpoint of the explained variability as well as KMO statistics, 16 out of the initial 22 variables were kept for further analysis, as the variability of the omitted variables was insufficiently explained by the observed factor models. With 114 respondents and 16 variables, the more moderate Bryant – Yarnold (1995) criterion was met; *STV ratio*: the proportion of the number of subjects and the number of variables must not be lower than 5. The principal component analysis method (PCA), chosen by means of comparing the level of variability in individual manifest variables explained by the observed latent factors, was found as the best extraction method. In PCA, factors are generated as uncorrelated linear combinations of manifest variables. In the process of rotation selecting and by comparing various rotated alternatives, Varimax proved to be, from the interpretation viewpoint, the most suitable rotation, as it minimizes the number of variables with high loadings in several factors. Keiser-Mayer-Olkin’s test of adequacy at the level 0.658, confirmed the adequacy of the chosen set of variables. Bartlett’s test of sphericity ( $\chi^2=707.971$ , d.f.=120, sig=0.000) confirmed that the correlation matrix of considered variables is not unit-based. If six factors with eigenvalue higher than 1 were extracted, the model would explain 74.77% of the variability in the initial variables. From the viewpoint of interpretation, four factors, which explain 63.37% of variability of the manifest variables, are sufficient, while it could be presumed that each of them corresponds to one of the expected marketing attributes representing the broadening of the basic marketing mix 4P. They are temporarily marked as P5, P6, P7 and P8. When viewing the factor loading (correlation coefficient between a factor and a variable, Table 1) of the rotated alternative, the following can be observed.

*F1* is saturated by the variables o15, o16, o17, o18 (o15: Not keeping time and logical succession of the project activities will seriously disrupt its problem-free realisation. o16: Illogical intervention bonds within project activities and particular tasks will significantly negatively influence its progress. o17: The progress of the project directly depends on proper planning of project tasks and activities at the start of the project preparation. o18: Successful project completion directly

depends on proper time planning.), i.e. Process of Project Planning and Implementation – P6 explains 16.64% of variability in the initial variables. The analysis of reliability of variables within factor 1: Cronbach  $\alpha = 0.817$ , the value would not improve after omitting any of them.

**Table 1. Factor loading 1**

	Component			
	1	2	3	4
o8	-,006	-,020	,816	,245
o9	-,041	,004	,765	,013
o10	,065	,179	,834	-,051
o11	-,040	-,034	,693	,108
o15	,819	,035	-,104	-,080
o16	,843	,086	-,016	,002
o17	,820	-,011	-,052	,017
o18	,704	-,069	,120	-,024
o21	-,027	-,100	,217	,722
o22	-,176	-,058	-,011	,734
o23	,024	,246	,035	,803
o24	,105	,232	,076	,738
o26	-,158	,640	,138	-,027
o27	-,048	,815	,000	,109
o28	,086	,857	,002	,131
o29	,166	,773	-,046	,044

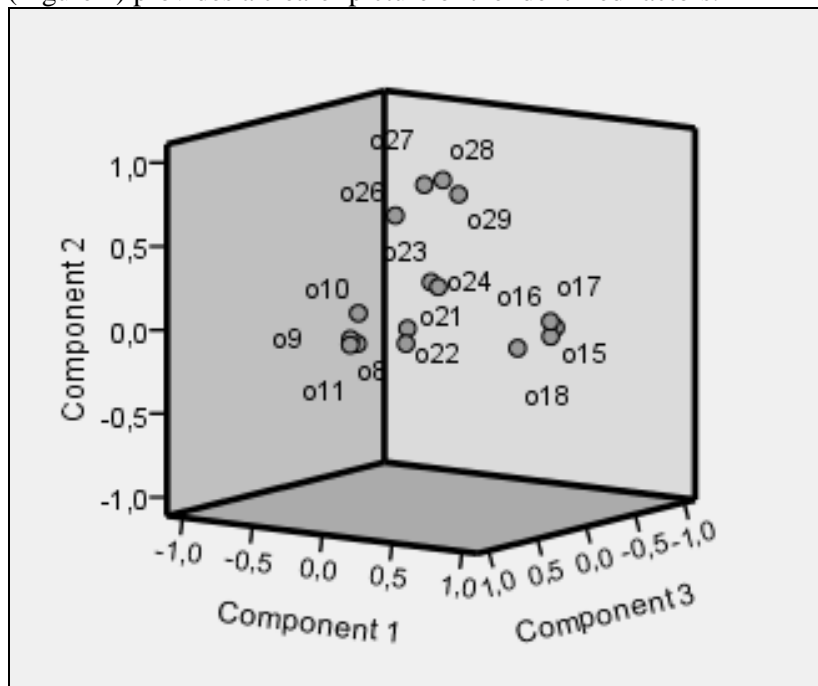
*Source: own calculations in SPSS*

F2 is saturated by the variables o26, o27, o28, o29 (o26: Applying projects with regard to regional policies of the EU in stagnant regions is a significant element of acceleration of their development. o27: The support of projects from structural EU funds as well as the local self-government is mainly significant in stagnant regions. o28: The projects supported from structural funds are a significant instrument of regional innovation and decreasing regional disparities. o29: Regions with a significant developmental potential restricted by their own possibilities of investment should use instruments of regional EU policies.), i.e. Possible Development of Back-warded Region – P8 explains 16.141% of the variability in the initial variables. The analysis of reliability of the variables of factor 2: Cronbach  $\alpha = 0.790$ , when omitting o26, its value improves to 0.810.

*F3* is saturated by the variables: o8, o9, o10, o11 (o8: The quality of projects implemented in the region depends on the personality of the executive. o9: It is possible to directly influence the successful run of the project in the region by the experience of its leader. o10: The project leader is able to see it through with regard to general public. o11: The manager contributes most significantly to effective project realisation.) i.e. Project Personality – P5 explains 15.821% of the variability in the initial variables. The analysis of reliability of the variables of factor 1: Cronbach  $\alpha = 0,783$ , when omitting o11, its value improves to 0.794.

*F4* is saturated by the variables: o21, o22, o23, o24 (o21: A problem-free run of the project is clearly conditioned by the involvement of the local population in its outcomes. o22: Participation of the general public in the project helps its efficient progress and finalisation. o23: Informing the target groups about the project as early as in its preparation will undoubtedly support its successful implementation. o24: The involvement of the general public in the project will help its successful finalisation with regard to the acceptance of its outcomes by the target market.), i.e., Public Participation in Project – P7 explains 14.769% of the variability of the initial variables. The analysis of reliability of the variables of factor 4: Cronbach  $\alpha = 0.756$ , the value would not improve after omitting any of them.

The three-dimensional graph showing loadings with regard to the first three factors below (Figure 1) provides a clearer picture of the identified factors.



**Figure 1. Component Plot in Rotated Space**  
*Source: own calculations in SPSS*



Reduction of dimensionality in answers to the scale questionnaire questions can, thus, be defined by means of four key factors. The internal structure of the expected factors was confirmed by factor and reliability analysis. The structure corresponds to the expected factors of P5 – Project Personality, P6 – Process of Project Planning and Implementation, P7 – Public Participation in Project, P8 – Possible Development of Back-warded Region as a potential element of expanding 4P marketing instrumentary for the area of project management. The main and partial hypotheses  $H_1$  were confirmed. The existence and validity of these factors was verified by the authors within the second stage of the research realised after the project finalisation.

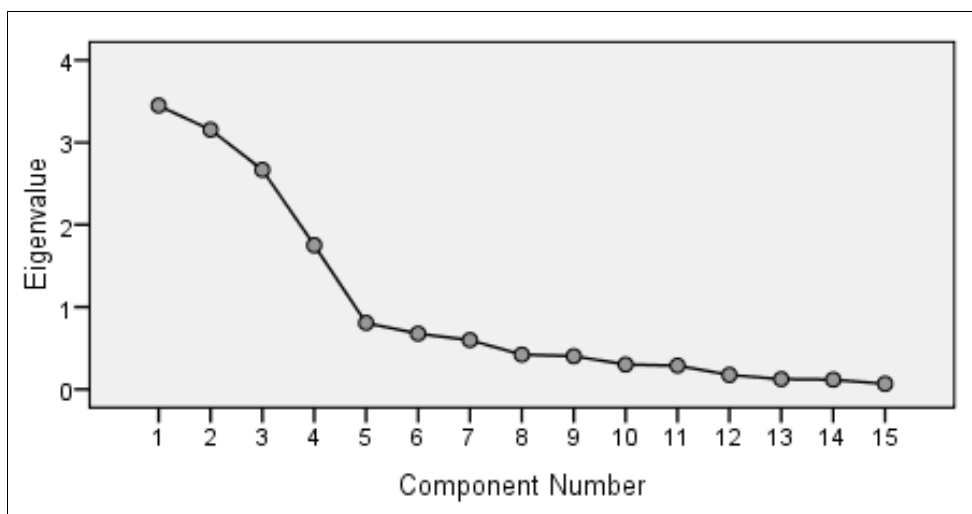
Within the analysis of the target market after a successful project finalisation, the authors, within the *second stage of the research* focused on identifying attributes of perception with regard to marketing activities when applying the outcomes of the model project into practice.

The aim of the research realised by means of questionnaires was to define marketing attributes, by means of which the key target groups of the project, i.e. the employees of small and medium-sized businesses as well as university graduates, perceive the finalisation of the project and its successful realisation in the region.

In the second stage of the research, the data from the questionnaires completed by the target groups were used as the input for statistic processing. The questionnaires in the second stage were also distributed to 150 participants in the project, while 131 were completed out of 133 returned.

The research results were analysed in a similar way to the first stage of the research. The choice of manifest variables that were used as input for analysis as well as the choice of extraction method and rotation were carried out after primary analysis and reasoning analogical to the first stage. By means of factor analysis, using the PCA method and Varimax rotation in a right-angled system, four key factors were extracted, while it could be presumed that each of them corresponds to one of the expected marketing attributes representing the broadening of the basic marketing mix 4P. They are temporarily marked as P5, P6, P7 and P8, as the hypothesis  $H_2$  verifies a possible identity of these marketing factors with the factors studied in the first stage of the research.

From the initial 20 manifest variables, 15 were entered into factor analysis. The suitability of their choice is confirmed by Keiser-Mayer-Olkin's test of adequacy to the level of 0.715. The variability of each variable is clearly explained by the model (with a minimum of 0.506). Bartlett's test of sphericity ( $\chi^2=1272.522$ , d.f.=105, sig=0.000) confirmed that the considered variables are not linearly independent. After extracting four factors with eigenvalue higher than 1, the model explains 73.48% of the variability of the initial 15 variables. The graph of the Scree plot (Fig. 2) demonstrates the appropriateness of extracting the four factors from the viewpoint of value as well as gradient.



**Figure 2. Scree Plot – actual numbers after successful project completion**  
*Source: own calculations in SPSS*

When viewing the factor loading (Table 2) of the rotated alternative, the following can be observed:

**Table 2. Factor loading 2**

	Component			
	1	2	3	4
o9	-,002	-,146	,022	,696
o10	-,044	,149	,066	,832
o12	-,003	,188	,102	,810
o13	-,132	,694	-,169	,237
o14	-,163	,713	-,178	,134
o15	,024	,816	-,117	,057
o16	,098	,854	,129	-,075
o17	,073	,798	,138	-,093
o19	,931	-,076	,030	-,014
o20	,885	-,112	,058	,023
o21	,932	,060	-,066	-,013
o22	,850	,063	-,047	-,062
o25	-,074	-,041	,944	,041
o26	,115	-,068	,879	,119
o27	-,071	-,023	,903	,043

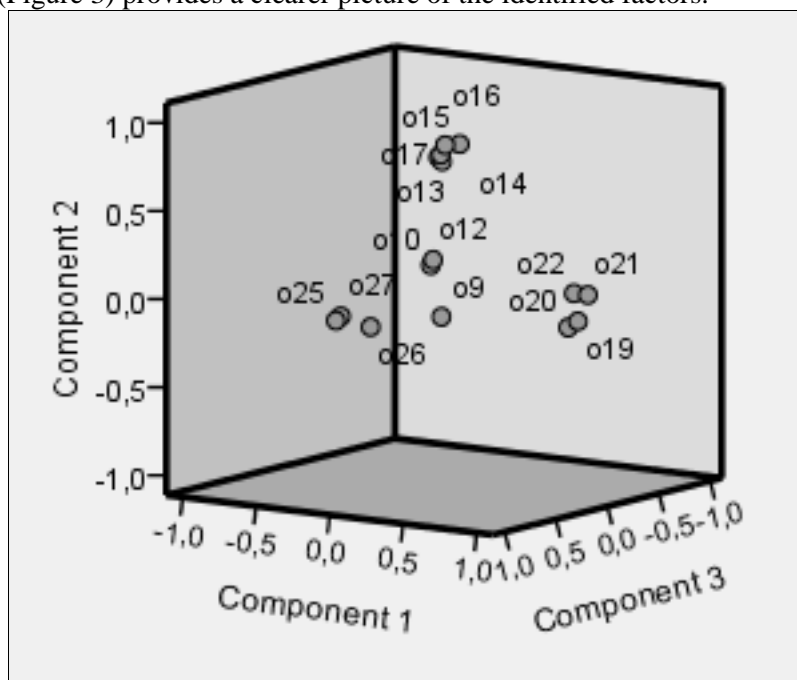
*F1* is saturated by the variables: o19, o20, o21, o22 (o19: A problem-free course of the project and its outcomes were clearly influenced by the interest of the local population. o20: A problem-free finalisation of the project was significantly conditioned by support from the local population. o21: Informing the target groups about the project as early as in the stage of its preparation undoubtedly supported its successful finalisation. o22: The involvement of the general public in the application of the project outcomes into practice helped its successful finalisation with regard to the acceptance of its outcomes.), i.e. Public Participation in Project – P7 explains 22.175% of the variability of the initial variables. The analysis of reliability of the variables of factor 1: Cronbach  $\alpha = 0.923$ , the value would not improve after omitting any of them.

*F2* is saturated by the variables: o13, o14, o15, o16, o17 (o13: For a successful project realisation, it was necessary to keep the given timetable of activities. o14: Not keeping of time and logical succession of the project activities would seriously disrupt its successful completion. o15: Logical succession of individual activities and tasks of the project conditioned the successful final application of its outcomes into practice. o16: Project realisation directly depended on the proper planning of the project activities, including a clear assignment of competences and tasks to all participants. o17: Successful project finalisation was conditioned by thorough preparation and consequent keeping of the planned stages in the course of its realisation), i.e. Process of Project Planning and Implementation – P6 explains 20.894% of the variability of the initial variables. The analysis of reliability of the variables of factor 2: Cronbach  $\alpha = 0.836$ , the value would not improve after omitting any of them.

*F3* is saturated by the variables: o25, o26, o27 (o25: Successful project finalisation would not be possible without the support from EU structural funds or from the local self-government. o26: The outcomes of those projects supported from structural funds are a significant instrument of regional innovation. o27: Regions with a significant developmental potential restricted by the possibilities of their own investment should use the outcomes of implementation of the instruments of regional policies of the EU), i.e. Possible Development of Back-warded Region – P8 explains 17.432% of the variability of the initial variables. The analysis of reliability of the variables of factor 1: Cronbach  $\alpha = 0.906$ , the value would not improve after omitting any of them, when omitting o26, its value improves to 0.917.

*F4* is saturated by the variables: o9, o10, o12 (o9: A successful course of the project was significantly influenced by the project leader. o10: People only started to be interested after they had come in contact with its main personality, who informed them about its progress. o12: Drawing attention to and promoting the project by the project personality had a great importance with regard to its acceptance by the target market.), i.e. Project Personality – P5 explains 12.980 % of the variability of the initial variables. The analysis of reliability of the variables of factor 4: Cronbach  $\alpha = 0.710$ , when omitting o9, its value improves to 0.754.

The three-dimensional graph showing loadings with regard to the first three factors below (Figure 3) provides a clearer picture of the identified factors.



**Figure 3. Component Plot in Rotated Space 2**

*Source: own calculations in SPSS*

The internal structure of the expected factors was confirmed by factor analysis and analysis of reliability and it corresponds to the expected factors of P5 – Project Personality, P6 – Process of Project Planning and Implementation, P7 – Public Participation in Project, P8 – Possible Development of Back-warded Region as a potential element for broadening the marketing instrumentary of 4P for the area of project management, while these factors are identical to the ones studied in the first stage of the research; although their order differs from the viewpoint of the percentage of explained variability with regard to the initial manifest variables. The hypothesis  $H_2$  was, therefore, confirmed.

Within the proposed model of marketing instrumentary, the authors first defined the classic and generally known 4P, i.e. policies of product, price, distribution and communication.

In connection to the outcomes of the research, the model in question will include potential factors of broadening of marketing mix applicable for the preparation, implementation and successful finalisation of projects within developing regions aimed at the support of acceptance of the project outcomes by the target market. This model was identified on the basis of research and its practical verification

confirmed the existence of marketing elements as well as stability of their internal consistency and structure within the given model.

#### P1 - Project – Policy of product

Within product policy, the model project of regional development, presented in the above text, guaranteeing the process of continuous education of the employees of small businesses, including tradesmen, by means of “made-to-measure“ education is considered the marketing product.

#### P2 - Project Price – Price of project

The executive of the project implementation can influence only a minimum of factors, as the strategy of the price generation is directly given by the way of the financing and budgeting of the project expenses. From the viewpoint of the target market, the project, in the sense of product is provided “free of charge“. A budget is a part of every project, and every applicant can, to a certain extent, influence the level of the project “price“ also by the fact that in most projects some percentage of deposit is required. When defining the marketing instrumentary of projects, the price factor does not play a significant role with regard to its invariance and will, thus, be considered constant.

#### P3 - Placement of Project – Distribution policy of project

Decisions with regard to marketing distribution are among the most difficult and significant ones that the project personality has to make in the project preparation and its consequent implementation. The project manager, or coordinator, has to make the provided service accessible to target clients, i.e. the addressed target groups, in all phases of the project management. In the process of choosing marketing mediators, it is necessary to consider their access to the target market as well as their mutual interconnection. When defining the distribution strategy with regard to the project application as a product within the marketing instrumentary, it is necessary to keep an easy accessibility of the project, full coverage of the area, and the use of electronic and telecommunication services. The decision with regard to the area where the services in question (or the delivery of project outcomes) will be provided is long-term and restricted to the duration of the project’s existence. This decision must be made in the preparation and planning stage of the project, while it is advisable to make use of a “pull” type distribution strategy, i.e. to attract the interest of the target customers in the project.

#### P4 - Project Promotion – Communication policy of project

The optimisation of the communication mix is influenced by several factors, which is why it is necessary to, in the preparation stage of the project, to keep the duration of its existence (the life-cycle of a product), its core, constant need for innovation and adjustment of the educational modules, the essence of the target group which the product is aimed at, as well as to plan communication strategy. The choice of communication medium within the project promotion is not uniform and will always depend on the type of project in question and the phases of its realisation. It can be unequivocally stated that for the purposes of project presentation on the regional level, local press and television news, especially in the

stage of its preparation, are suitable forms. Within the communication mix, it is appropriate to make use of personal merchandising in the sense of direct communication with target customers while using psychological knowledge from the area of interpersonal communication is a highly efficient form of creating preference among the target group. Advertising, be it outdoor or via media, is a significantly financially demanding element of the communication mix, which is why it is necessary to consider these expenses as early as the budget planning phase of the project preparation. Within public relations, it is appropriate to focus on the above activities, by means of which the project team, or the project executive, achieves a good relationship with the target group by favourable publicity or presentation of the project activities and their contribution to the region as well as the individuals within the defined target groups. Image or reputation are at the beginning (initial conditions of the project) and at the end (aim, vision, the desired subject profile) of every effort within public relations. As a part of project policy, lobbying has become prominent, which, in the sense of its positive effect, has become a significant part of project management. In almost every realised project, communication is also provided by creating an internet portal or a website aimed at medialisating the project towards the outside world, but also at providing information about its progress for potential applicants in the sense of guaranteeing a multiple effect of the project. When communicating the project towards the target market, it is necessary to focus on word of mouth and personal recommendation as well as direct involvement of participants in the project, its preparation, progress and results.

#### P5 - Project Personality – Leader of the project

The significance of the human factor in the marketing instrumentary is indisputable. As a part of project implementation, the contact staff, i.e. the project leading team, is represented by the coordinator, manager, his/her assistant, administrator, accountant or pay clerk, and also auxiliary personnel – lecturers for educational courses, administrative staff, network administrators, authors of educational programmes, etc. The importance of employees in an organisation providing services is based on two main factors; a share of the wage expenses for the employees towards the overall expenses within the organisation and the significance of direct contact of the employees with clients within the whole supply of services. In project management, the key personality of the project also usually works as the leader with regard to project implementation; in the case of regional projects, support from representatives of the region is vital, which is often conditioned by their personal involvement in the project. It is impossible to separate the project from its executive and the project team.

#### P6 – Process of Project Planning and Implementation – Process activities within planning and implementation of project

The process of providing services is especially influenced by their inseparability from target customers. The process aspect has a global and fairly general significance for service marketing; however, the structure of possible process

approaches towards project management is considerably variable, depending on the type and scope of the project, its duration and the area of implementation. The main activities of project management are defined as phases of its preparation, implementation and evaluation, i.e. defining, planning, organising, monitoring and evaluating the project. In the process of preparing and defining the project, as the first main stage of project management, it is necessary to focus on regional processes and the potential for consequent successful project implementation; within the stage of realisation, process project activities are prominent, defined by the timetable of activities and project organisation (such as logical matrix).

#### P7 - Public Participation in Project

There are few other areas of service or goods production and activities within this area that require such intense realisation and product merchandising as project activities conditioned by active participation of directly, as well as indirectly, involved target groups. Personal involvement of target groups in the project is directly conditioned by the participation of the people in question in the sense of reaping the benefits and advantages provided by the project, be it in the form of its outcomes or in the course of project realisation. The participation of the public in the project not only significantly influences its course but also its successful finalisation. It is important to consider public opinion and approaches towards the project as early as the stage of project definition. Should there be a negative attitude, it is necessary to change it by means of synergetic activities of all areas of marketing instrumentary, as this determines the quality of the activities realised within the project as well as its overall effectiveness. Those participating in the project by supporting its realisation, receiving its outcomes or stimulation of individual activities co-determine the actual final product, i.e. the project itself. If the project team or leader, in the whole course of the preparation and realisation of the project, continuously succeeds in guaranteeing positive participation of target groups, this has a significant influence on public opinion, and this approach can trigger a positive feedback from the target market, which also contributes to successful and problem-free project realisation.

#### P8 - Possible Development of Region – Development potential of region

The potential of development within the region creates essential preconditions for successful project implementation. Project preparation for the given area is only meaningful if the project in the area in question is stagnant, which, consequently, creates the problem of regional disparity with regard to other regions of the European Union. Regional development also depends on the legislation of the given country and on the importance of development for the given area within the national plan for development supported by national legislation and regional EU policies. In the stage of project preparation and elaboration, it is necessary to consider the conditions and principles of the policies of regional development in all areas determined by the Slovak government in synergy with principles and regulations of the EU.

## Summary

On the basis of an analytical comparative view of the marketing mix, the conclusion has been drawn that it is possible to, by its innovation, create a more efficient model of marketing instrumentary exclusively applicable to the area of preparation, implementation and realisation as well as acceptance of projects in stagnant regions aimed at supporting its enforcement and the acceptance of its outcomes by the target market. The proposed model of marketing instrumentary of 8P brings an innovative theoretical element to the science of marketing by means of interconnecting professional theory of hitherto unstudied areas of marketing and project management from the viewpoint of their mutual relationship and potential internal links. The application of the proposed model of marketing instrumentary to project management as early as the preparation phase of the project realisation – in the course of its planning, the project coordinator is able to evoke interest in the project by the target market by means of perception of the identified marketing factors of the actual project. By means of verification of the internal consistency of these factors as well as a constant structure, the research has proved the suitability of applying the proposed specific efficient marketing model also in the stage of project finalisation with the goal to successfully implement its outcomes in practice. The importance of the implementation of the proposed model of marketing instrumentary in project management fully reflects the needs of the contemporary society based on innovations as well as reducing regional disparity. The main methodological concept of the contribution of the realised research begs the question whether it is possible to, within marketing theory, distinguish between universally generalised factors of marketing instrumentary which have a transsituational effect (they are based on the classic model of 4P) and whether specific marketing factors can also be considered which, together with the generalised “Ps”, can guarantee and support a more efficient realisation of marketing and implementation of marketing strategies in the chosen area of managerial practice.

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#### INSTRUMENTARIUM MARKETINGU W PROCESIE PRZYJĘCIA PROJEKTU DLA PRZYSPIESZENIA ROZWOJU REGIONÓW

**Streszczenie:** Celem pracy jest przedstawienie i opisanie możliwych interakcji pomiędzy bieżącymi sferami ekonomicznymi - zarządzanie projektem i marketing. Na podstawie przeprowadzonych badań autorzy zidentyfikowali kluczowe elementy instrumentarium marketingu, które mogą być stosowane przy planowaniu i realizacji projektów w rozwijającym się regionie Republiki Słowackiej. Metoda została przeanalizowana w praktyce dla wybranego typu projektu związanego z kształceniem ustawicznym, które zostało wdrożone w regionie samorządowym Presov.

Artykuł jest jednym z rezultatów projektu badawczego *Badań czynników i elementów aktywacji przyspieszenia rozwoju regionalnego oraz propozycji dotyczącej świadomego modelowania w celu zwiększenia konkurencyjności regionu przy pomocy specjalnego instrumentarium marketingu*, zarejestrowana w Grant Agencja Republiki Słowackiej, złożony w ramach 1/4638/07 oraz w Centrum doskonalenia CEVKOG.

#### 在接受项目的过程中，营销手段工具化发展在落后地区加速

**摘要：**此项研究目的在于提出并且描述当下流行的经济领域-项目管理以及市场营销。根据研究结果，作者确定了一些市场工具性的关键因素，这些关键因素可能应用于斯洛伐克发展中地区的工程计划和实施中。

