

result, it was determined that the most common option for foreign exhibitions is to postpone a date to a later date and rapid publish this information on the website with explanations, and for Russian exhibitions – to postpone exhibitions without specific dates or the absence of any further information about exhibitions.

Keywords: exhibition, international marketing communications, B2B market, crisis situation, anti-crisis communication.

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ANALYSIS OF THE FEATURES OF USING MARKETING TECHNOLOGIES TO PROMOTE SERVICES IN THE CONTEXT OF DIGITALIZATION

Abstract

The digitalization process taking place in the modern world, forcing us to rebuild the usual ways and channels of communication, is one of the main topics for discussion in the scientific community. In this article, the author analyzes how the growth of digitalization in the modern world affects international marketing and, in particular, on specific marketing technologies for promoting services. According to modern marketing researches, digitalizing of a company increases its revenue and saves assets. Such results can be achieved only with competent transformation of the company and rethinking the actions of its employees. For the market of the provision of services, such transition has a number of features. For example, in contrast to the sale of goods, where a marketer can directly influence the client's intentions and transmit messages to him without intermediaries, in the sale of services, the marketer firstly interact with service provider. Verbal contact with the client is carried out by the service provider, which is an intermediate element in the chain of communication messages between the marketer and the client. This complex messaging process creates the need not only for the use of modern communication tools in external and internal marketing, but also in interactive marketing. The author examined existing trends of services marketing, such as using of artificial intelligence, marketing automation, personalization of communications, etc. and confirmed the theses with cases of successful digital transformation of the largest companies in the services market (BCG, McKinsey, cases by Remix Summits, etc.). In order to illustrate the results of the study, the author proposed a model of an international company providing consulting services, for which the author has formed the most effective marketing technologies in the context of digitalization.

Keywords: digitalization, service marketing, marketing technologies, interactive marketing, marketing trends.

In modern world, digitalization of processes and the development of technology covers all areas of our lives. New technologies are embedded everywhere in products and services. Not a single key process is complete without them. A modern company that wants to succeed in the market is obliged to accept the "rules of the game" and adapt its processes to the digitalized world. To do this, company must ask itself a number of questions - how to manage digital innovations, maintain and digitalize the core business, while reducing its complexity and risks? How to speed up the process of digital transformation? How can technology features help us create value now and in the future? These critical issues are now bothering the leadership of almost all the companies. Companies providing various services are not an exception, whether they are consulting, information, IT services, and so on. However, in the service industry, in addition to the general rules of the game in digital transformation, there are also some features that are unique to this industry. So, when rendering services, the number of subjects on the way of transmitting a marketing message is expanding – a service provider is included in this chain, a person who makes direct contact with the client-consumer of the message and represents the interests of the entire company. This three-way communication is called interactive marketing. An important component of interactive marketing is the transformation of the consumer's digital path, companies need to re-build their entire customer experience and focus on the main problems and unmet customer needs, as well as introduce digital technologies and optimize core processes using lean, automation and robotic techniques.

However, why can we confidently say that digital transformation is the key to a successful reorganization of the company? Technology has changed our lives beyond recognition. Today we expect from any product or service that previously only premium brands could provide us. According to The Dividends of Digital Marketing Maturity research [1], by boosting their digital marketing maturity, advertisers can achieve impressive results. Mature marketers report cost savings of up to 30 % and revenue increases of as much as 20 %. Companies using advanced technology with active human supervision can improve their campaign performance by up to 35%. Consumers today are demanding and impatient. They want to get exactly what they expect from brands. Instantly and effortlessly. But many companies are not ready for this. The study claims, that only 2 % of brands have reached the top level of digital marketing maturity. Of course, it depends on the criteria by which digital marketing maturity is determined, but this percentage shows that most companies have a lot to strive for. Companies that have reached digital maturity are distinguished by several organizational characteristics: the application of the fail-fast principle, strategic partnerships, highly qualified employees and a flexible structure [6].

In addition, in the process of transformation, companies use a certain set of tactics, for example, the implementation of special KPIs. Any reforms should begin with setting of qualitatively new specific goals. Many companies traditionally set KPIs related to growth or income, but choosing the achievement of digital maturity as a guideline is a big and important step. Bringing together company employees, teams, branches and departments around this common goal will help implement innovative marketing strategies.

Customer orientation is also very important. The structure of many international companies is built in accordance with geographic markets and products. Because of this, in such companies there may be several disparate marketing departments that collaborate with various creative and media agencies, and also use their own technologies and performance evaluations. To put a customer first, companies must centralize all functions that support different teams and can be scaled (for example, media buying).

And of course, digital transformation is impossible without the use of knowledge and skills related to marketing channels (such as search and media ads or email newsletters) and advanced technologies (such as automation, machine learning or data processing). On the way to centralized marketing, companies often hire new specialists with deep competencies in certain areas and improve the skills of existing employees.

Marketing approaches vary significantly depending on the type of product. Three areas are usually distinguished: B2C (the market for consumer goods, where the final consumer is an individual), B2B (the market for goods for business) and the market for services. Service marketing - is the action due to which the services offered on the market reach customers; the process, designed to assist potential consumers in evaluating the services provided, allows to scientifically substantiate decisions about the production, marketing and promotion of services on the market, makes it possible to adequately assess and predict the market situation, to develop a strategy and tactics of competition [7, p. 9].

Marketing strategy for the promotion of services is carried out in three directions [3]: 1) external marketing; 2) internal marketing; 3) interactive marketing. Internal marketing is associated with working with the organization's personnel in the service sector through increasing their educational level, communicative skills in the field of functional and industry expert assessment and is dictated by the specifics of the business. The use of external marketing tools includes the formation of an assortment of services, prices, sales systems and communications. The third area – interactive marketing – is the final point in the service marketing system. It includes the interaction of the client (consumer of the service) and the service provider. Customer experience is the experience that the consumer receives at every step of the way of interacting with the company / brand, starting from the “zero moment of truth”, during the purchase, use of the product and until the end of the operation of the product or service result. We can say that customer experience is a set of impressions, knowledge and associations that a client receives in the process of interacting with a company [4, p. 50-52]. In the service sector, due to the specific presence of interactive marketing, it is precisely the digital

transformation of customer service that should be given the most attention. It is important to understand how the company receives customer data and how it affects the target audience throughout the funnel.

The leaders in implementation digital transformation among companies providing various services are consulting companies. A good example is the experience of BCG. Heightened customer expectations and the speed of innovation have created a need to adapt faster than ever before. In response, BCG reimagines the entire experience by addressing customers' major pain points, deploying digital technologies, and streamlining processes through techniques such as lean, automation, robotics. BCG's unique approach to the end-to-end digital journey already delivers significant value in many industries. For example, a leading bank that partnered with BCG on adopting this approach has consequently transformed its performance from the third quartile to the top quartile – boosting profits by 60 %, doubling enterprise value, achieving major process and customer experience improvements, and earning national awards. BCG takes a customer-centric approach to transforming the end-to-end digital journey that is based on ethnographic research gathered in the field. This deep understanding of customers helps deliver improvements in cost, revenue, customer satisfaction, and operational metrics [2].

As already mentioned, digitalization permeates all areas of our lives. An interesting example is the digitalization of companies associated with the provision of museum services. Today, the focus is shifting from the traditional mission of museums to store and transfer to future generations of valuable artifacts to integrate cultural values into modern reality. This means that now a visiting museum offers us the opportunity not only to study the exhibits, but also to use them in our projects. An example is the Jewish Museum and the Center for Tolerance in Moscow: visitors can listen to the kitchen conversations of dissidents, see an interactive version of the ancient Torah, virtually try on a pile and dive into the history of the emergence of the world in 5D. Virtual tours have long existed at the A.S. Pushkin State Museum in Moscow. The Washington National Portrait Gallery introduced 3D technology into its work and digitized several objects: the skeleton of a mammoth, the death mask of Abraham Lincoln, the plane of the Wright brothers - now everyone can touch the exhibits. The Swedish Museum of the Mediterranean used 3D to revive the mummies that are now displayed on the interactive table [5].

To illustrate the continuing process of digital transformation, let's imagine the consulting company "World Consult", which has existed on the European market for about 10 years and is faced with the need to reorganize its processes towards digitalization. First, it's important to understand how the company receives customer data and how it affects the target audience throughout the funnel. Ideally, the brand completely "sees" its consumer, segments of audience based on LTV and covers the entire funnel. Secondly, the company needs to understand whether it provides users with an intuitive and comfortable experience interacting with the brand in digital. The company must adapt all its resources to user requests. Next, our company needs to evaluate how it's exactly communicates with audience and whether all the effective channels are used for this. Ideally, the brand should use exclusively programmatic and implement a complex system of advertising quality control. It is also necessary to understand which marketing processes are automated and which are not yet, and evaluate the possibility of their automation.

An equally important part is following digital marketing trends. Of the most significant trends, we would like to single out: the use of inclusive marketing – it is no longer enough for modern consumers to receive information about products from brands. They want to know how companies relate to issues important to society and how they contribute to their solution. Personalization is also very important – the time is coming when machine learning will change marketing beyond recognition. Already today it helps us to better understand users' buying paths, increase their engagement and make key moments of interaction more valuable. Therefore, marketers have more opportunities to analyze user behavior and mass personalization. To achieve their business goals, marketers will increasingly use machine learning and automation. Although in the past, rule-based marketing campaigns provided good results, in the modern world their effectiveness is reduced. And consumers get used to the fact that advertising messages correspond to their individual needs.

Thus, digitalization of companies in the service sector follows the general rules of digitalization, but still has some features. First of all, there is an increased emphasis on interaction with the client. Unlike the sales sector or work sector, the service sector is characterized by the interaction of the service provider and the client. Such interaction creates the need to use digital technologies at all stages of communication between the company and the client, from the marketing service, to the service provider and consumer. And despite the fact that today a very small number of companies are close to digital maturity, this opens up opportunities for development. Companies that are quicker to take care of embarking on the path of digital transformation, and, most importantly, bring it to the end, will be able to stand out among competitors and reach the loyalty of a large number of customers.

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АНАЛИЗ ОСОБЕННОСТЕЙ ИСПОЛЬЗОВАНИЯ МАРКЕТИНГОВЫХ ТЕХНОЛОГИЙ ПРОДВИЖЕНИЯ УСЛУГ В УСЛОВИЯХ ДИДЖИТАЛИЗАЦИИ

Аннотация

Происходящий в современном мире процесс диджитализации, вынуждающий нас перестраивать привычные способы и каналы коммуникации, является одной из главных тем для обсуждения в научном сообществе. В данной статье автор анализирует, как рост диджитализации влияет на международный маркетинг и, в частности, на конкретные маркетинговые технологии продвижения услуг. Согласно современным маркетинговым исследованиям, цифровизация компании увеличивает ее доход и экономит активы. Положительной динамики можно достичь только при грамотной трансформации компании и переосмыслении действий ее работников. Для рынка оказания услуг такой переход имеет ряд особенностей. Например, в отличие от продажи товаров, где маркетолог может напрямую воздействовать на намерения клиента и передавать ему сообщения без посредников, в сфере продажи услуг в первую очередь происходит взаимодействие маркетолога и поставщика услуг. В вербальный контакт с клиентом входит именно поставщик услуг, который является промежуточным звеном в цепочке коммуникационных сообщений между маркетологом и клиентом. Этот комплексный процесс передачи сообщений порождает необходимость не только в использовании современных коммуникационных инструментов во внешнем и внутреннем маркетинге, но также и в маркетинге взаимодействия. Автор рассмотрел существующие тренды маркетинга услуг, такие как использование искусственного интеллекта, автоматизация маркетинга, персонализация коммуникаций и др. и подтвердил аргументацию кейсами успешной диджитал-трансформации крупнейших компаний на рынке

услуг (BCG, McKinsey, проекты Remix Summits и др.). В целях наглядности результатов исследования, автором предложена модель интернациональной компании, оказывающей услуги консультационного характера, для которой автор сформировал ряд наиболее эффективных маркетинговых технологий в условиях информатизации рынка.

Ключевые слова: диджитализация, информатизация, маркетинг услуг, маркетинговые технологии, маркетинг взаимодействия, маркетинговые тренды.

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THE SPECIFICS OF PR OF THE MULTIFUNCTIONAL CULTURAL COMPLEXES: INTERNATIONAL ASPECT

Abstract

The article considers the specifics of PR of multifunctional cultural complexes as the providers of MICE-opportunities. In the era of globalization MICE as the part of the bigger field of business – business travel – is becoming more and more demanded and, due to that, competitive. In Yekaterinburg, as in Russia as a whole the format of the multifunctional complex is relatively recent, and there are few studies on the factors of its competitiveness and technologies and tools of its promotion. The format of multifunctional complex has some obvious advantages, but it also has weaknesses in comparison with the other types of MICE-opportunities providers, such as specialized business centers and hotels. That's why the author seeks to analyze and reveal the main drivers of competitiveness of the multifunctional cultural complexes and tools of its promotion in the international and domestic level. The objects under consideration are the Yeltsin Center in Yekaterinburg and some it's analogues in Great Britain and Germany. The authors claim that PR is the most effective tool to promote multifunctional cultural complexes, including internationally. That's why in the article they focus on it. The research methods used for that purpose are the case-analysis and comparative analysis.

Keywords: business travel, MICE, multifunctional cultural center, public relations, international promotion.

The MICE market is one of the most profitable in the world, at the moment it's constantly growing. This dynamic market provides 610 million business trips and almost \$430 billion in financial turnover annually. As a percentage, the overall structure of business trips is as follows: individual business trips account for 71 %, participation in congresses and conferences – 16 %, exhibition visits – 11 %, incentive tourism – about 2 % of the total [6].

MICE industry is closely related to the field of business travel, some researchers and practitioners consider it as its part. Business travel includes all the aspects of the experience of travelers staying at least one night out of the places of permanent residence (Swarbrooke & Horner, 2001). MICE as the part of business travel can have the characteristics of every other form of a travel [7].

According to the definition of International Congress & Convention Association (ICCA), business tourism or business travel is a series of activities aimed at providing space and services to millions of delegates on the meetings, congresses, exhibitions, business events and incentive travels. Business travel includes the whole set of tourist's services and basic tourism products within the participation of the business travellers in the business meetings or events [3].

MICE (from eng. Meetings, Incentives, Conferences, Events) is the branch of the business travel industry associated with the organization of various corporate events. MICE industry consists of four basic areas: Meetings – corporate meetings, presentations, negotiations, etc.; Incentives – incentive or motivational tours and programs, team building, staff training, corporate events; Conferences – congresses, forums, seminars, etc.; Exhibitions – image events (festivals, charity concerts, etc. etc.), PR events and press tours. Key market players in that field are specialized MICE and event agencies, congress bureaux, exhibition centers and various venues for corporate events.

One of the types of such venues is multifunctional complexes, including cultural ones that are the relatively new and “young” players of the MICE market. At first sight they can hardly compete