

Place Marketing in Planning Sustainable Development

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Abstract. Research background: Municipalities, as part of the public sector, have to use various methods to achieve their goals, including the ones that are indispensable for successful entrepreneurship. Local authorities plan, manage and control events of public importance. These activities must be in line with national policies and accepted in their development documents. It is logical for municipalities to formulate and communicate their strategies and spatial development perspectives to the public. The improvement of a sustainable development strategy is especially important because the administrative-territorial reform was completed in 2021. After this latest reform, the boundaries of districts, management and distribution of funding were changed significantly. Today several towns and communities have developed their marketing strategies, and each municipality has public relations or development departments that take care of the image of the area.

Purpose of the article: The aim of this study is to analyse the importance of local marketing in the current sustainable development strategies of individual districts. Tasks of the research are to describe the essence of local marketing, to study the peculiarities of strategic planning in local governments, to analyse the current sustainable development strategies of Cesis, Valmiera and Smiltene counties in connection with local marketing and to draw conclusions on the research results.

Methods: The work uses a monographic research method, analysis of scientific literature, analysis of regulatory enactments, a logically constructive method - for the formation of judgments and analysis of results, a method of synthesis - to combine elements into a single system.

Findings & Value added: As a result of the study, the importance and impact of place marketing on the regional planning process was identified.

Keywords: municipalities, districts, sustainable development strategy, place marketing, public sector.

JEL Classification: M31; M38; M39.

I. INTRODUCTION

Nowadays competition as an integral part of the market exists in practically any field. A free and equal business environment is an essential precondition for development, which is equally important at national, regional and urban level. Companies that compete with each other offer consumers better prices, higher quality and other benefits that help them win the economic competition. The public sector is often involved in the provision of various services.

Municipalities, as part of the public sector, are interested in promoting the development of their territory. Territories compete with each other for population, resources, investment. Raising the level of the development of the territory can be achieved through territorial marketing in connection with the strategic goals of the municipality. Municipal sustainable development strategies are the most significant long-term development planning document of the municipality, on the basis of which the spatial plan and local plans are developed [1].

After the administrative-territorial reform of 2020, it is necessary to develop new sustainable development strategies by merging several local governments. The existing strategic goals have to be evaluated and reviewed. Within the framework of the administrative-territorial reform, drafting of development planning documents shall be co-financed from the state budget by 1 December 2020.

Novelty and quality, constant development, changes and the desire to learn must be promoted in local governments [2]. Therefore, municipalities apply planned activities in which the county is portrayed as a suitable place to live, work, shop and spend one's free time in order to carry out the vision and achieve the goals and long-term priorities of the sustainable development strategy.

The aim of the research is to analyse the role of place marketing in the sustainable development strategies of individual territories after the administrative-territorial reform of 2021. The tasks of this research are to describe

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the essence of place marketing, study the peculiarities of strategic planning in local governments, analyse the current sustainable development strategies of Cesis, Valmiera and Smiltene districts in connection with place marketing and draw conclusions on the results of the research. The key issue of the research is - whether place marketing is used in the district planning of sustainable development. In order to achieve the goal, the essence of local marketing and its connection with the sustainable development strategies of local governments was studied. The research methods applied: analysis of scientific literature, analysis of regulatory enactments, logically constructive method - for making judgments and analysis of results, synthesis method - to combine elements in a unified system for researching sustainable development strategies of Cesis region, Valmiera region and Smiltene region.

II. CHARACTERISTICS OF PLACE MARKETING

Various places - small municipalities, cities, towns, regions and districts - have taken part in the competition for advantageous contracts for important events. They take over the principles and teachings traditionally used in business. On a global scale, the European Union and the United States compete with each other, countries compete with each other and local governments compete with each other and towns [3]. Public sector marketing is a branch of management science that applies to the public sector, describing management methods in a competitive environment. Of course, the involvement of public bodies in commercial activities often creates an unequal competition for entrepreneurs, as the rules of this competition are affected by various types of advantages enjoyed by public persons or their established entrepreneurs. Private entrepreneurs, on the other hand, do not have such an advantage.

Marketing is a part of the company's management system. At the same time, marketing-type thinking must take place at all levels of management [4]. According to M. Pukis, the main benefit in the public sector is economic and social benefit. In the meanwhile, the use of private sector methods has brought many improvements, and there may continue to be great opportunities in this area. Marketing as a science explores essential elements of business that evolve in interaction with other areas of research in management organizations. In a narrower sense, marketing is concerned with building a product or company image, but in a broader sense it involves a strategy for achieving economic, social and political goals, as well as the implementation of this strategy. As R. Seliga points out, - as regards local governments, marketing methods create an opportunity to adopt and develop business management methods in the public sector. Marketing also describes the operation of the market. In this market, municipalities can be both competitors and partners. First of all, already in the market, municipalities can compete with the central government, because higher organizations may try to reduce the socio-economic aspirations of individual municipalities due to different political reasons or different economic views [3].

In relation to local governments, marketing methods create an opportunity to adopt and develop business management methods in the public sector [3]. Philip

Kotler, one of the world's leading marketing specialists has written that marketing is the art of creating true consumer value, it is the art of consumer welfare, and the slogans of marketing are quality, service and value [5]. Municipal decisions should be focused on their territory and marketing should focus on understanding the needs of the entities living on the territory. Article 15 of the Law "On Local Governments" provides for the autonomous functions of more than 20 local governments, starting with public utilities and ending with the implementation of the protection of children's rights. The functions of local governments include the obligation to organize public services for the population (water supply and sewerage; heat supply; collection and disposal of solid waste; collection, disposal and treatment of sewage). Ainārs Brencis sees an increased need for marketing methods in connection with Article 15, - to promote economic activity on the relevant administrative territory, to take care of the reduction of unemployment [6].

One of the most visible examples in the public sector is the place marketing used by many cities and countries. Inga Vilka - a municipal researcher suggests using the term "urban marketing", which is different from the previously treated marketing of places. Urban marketing is characterized by a much broader view of the place and territory - it includes everything that the city (municipality) owns - territory, population, government, natural environment, economic, political and legal environment, infrastructure, various objects. The author acknowledges that there is no common definition of urban marketing and no common view on urban marketing. Although the name includes the word "urban", it refers to different administrative territorial units (state, district, parish, and town) [7]. As in marketing in general, urban marketing is usually understood only as the promotion of the town in the market, which includes advertising and public relations, therefore, urban marketing strategies are developed for the purposeful implementation of marketing. V. Praude emphasizes that several concepts can be found in the scientific literature that reflect the theory of marketing approach to management, for example, "regional marketing", "local marketing", "municipal marketing", "territorial marketing" or "intra-territorial marketing", however, in his opinion the use of the concept of territorial marketing would be the most appropriate, as it allows to highlight a specific management object-territory [8].

Inga Vilka lists the characteristic features of "urban marketing":

- customer orientation (user, customer) - thus the marketing of the municipality covers both the center and the suburbs;
- meeting of the interests of all social groups of the population of the social municipality (entrepreneurs, labor force, retired people, etc.);
- obtaining regular information on the interests of user groups;
- coordinated cooperation between the municipality and the private sector;
- intra-sectoral cooperation.

- improving the structure of the governing bodies by setting up a service to work with citizens and other user groups;
- orientation towards the implementation of the marketing concept in life, planning, adaptation to changing circumstances and control over the implementation of each measure [7].

If the classic basic elements of marketing or “marketing mix” are product, price, place, promotion in the market [5], then Praude and Voznuka offer a similar division. His product is the diversity of the area's resources, their qualities, quantity, brands, which are interested in the geographical position of the target markets, natural objects, infrastructure, standard of living, business activity, etc. It is not for nothing that cities (now counties) are trying to establish their name as a brand. The territory can also be the owner of the brand. The peculiarity of the product is that it cannot be moved - consumers have to move to get the product. The price depends on the peculiarities of the given territory- the interests of the inhabitants, solvency and values in the specific territory. The interests of potential residents, tourists and investors can also influence the price. V. Praude describes the place as the concentration of material resources, intellectual and technological potential and availability to interested groups. The product cannot be separated from the area. Promotion - creation of information and determination of distribution channels, methods, content, forms, media, volume and implementation time. According to V. Praude, only two elements - product and location are relatively independent (see Figure 1) and depending on the needs of the target market, certain product features are selected and emphasized in the promotion process, which will determine the product price, promotion methods and means of the territory [9].

H. Buurma offers to look at 3-7 elements of the marketing mix - product, price, place, marketing, personnel, process, material approval, indicating that this addition complements the range of marketing concerns, paying attention to the organization of contacts with the customer [10]. Marketing techniques include market segmentation and targeting to specific customer groups. Both V. Praude and I. Vilka admit that the territory or city is used as a product by residents, entrepreneurs, guests (see Table 1).

Residents are local residents who use the city's services and infrastructure to meet their daily needs. In terms of products, people are interested in a clean and safe environment, opportunities and diversity in the labour market, quality social services - education, culture, health care, convenient transport, leisure and shopping, social and physical security. Entrepreneurship uses the city's territory, its infrastructure, services and workforce. Essential conditions for business are location, infrastructure, low prices, tax rates, the quality and quantity of labour supply, the availability of various institutions and suppliers, market demand, the quality of the environment, the availability and quality of services. Visitors should be understood as guests of the city or region visiting the city for business or personal reasons. Visitors use the city's services and infrastructure to achieve their individual goals. Visitors to

the city are attracted by entertainment opportunities, museums, cultural events, climate, nature views, etc., followed by hotels, restaurants, shops, conference centres, etc. [11].

TABLE 1. CHARACTERISTICS OF THE MUNICIPALITY AS A PRODUCT CONSUMER

	Municipal users		
	<i>Inhabitants</i>	<i>Employers</i>	<i>Visitors</i>
The target audience	Local residents	Antreprenierus	Guests visiting the city for business or personal reasons
Interests	Town services and infrastructure to meet their daily needs	Urban area, its infrastructure, services and workforce	Town services and infrastructure to achieve their individual goals
Wishes	Clean and safe environment, opportunities and diversity in the labor market, quality provision of social services - education, culture, health care, convenient transport, leisure, recreation, shopping, social and physical security	Location, infrastructure, low prices, tax rates, quality and quantity of labor supply, availability of various institutions and suppliers, market demand, quality of the environment, availability of services and quality	Museums, cultural events, climate, nature views, etc., followed by hotels, restaurants, shops, conference centers, etc.

The sustainable development of the territory is based on the human factor - population. According to the existing system, the number of inhabitants in the respective territory plays an important role, because from the salaries of the inhabitants the part of the personal income tax, which forms the largest part of the local government revenue, is transferred to the local government budgets. The budget is a financial plan that includes the implementation of all statutory functions and is not the only plan that must be approved by local governments. Section 14, Paragraph two of the Law “On Local Governments” determines the responsibilities of local governments and how to plan the development of the territory first, developing their implementation and administrative supervision. Both the Development Planning Law and the Spatial Development Planning Law stipulate that the municipality plans sustainable spatial development in its territory, using the territory efficiently and rationally and developing the economy in a balanced way to improve the quality of life of the population.

III. STRATEGIC PLANNING IN MUNICIPALITIES

Laws and other regulatory enactments occupy the most important place in public administration. There are a number of regulations that determine the types of plans and planning principles. One of them is the Development

Planning Law, which in Section 6 defines the following types of public administration development planning documents: policy planning documents, institutional management documents and territorial development planning documents [12].

The planning is based on public policy. It is formed in the Saeima, the Cabinet of Ministers, state and local government institutions. The aim of the policy is to promote the sustainable, stable development of the country and the improvement of the quality of life of the population, observing the principles of sustainable development, harmonization of interests and public participation, financial opportunities and territorial development [13]. Like any organization, the country as a whole must have a strategic plan - a long-term plan that sets out strategic goals and ways to achieve them. Strategy can be called both a science and an art, because it is not easy to plan and allocate available resources or use a situation to achieve the goal in the most efficient way. The goal or mission is the general goal of the existence of the organization (also state institutions, counties). Several districts link this goal to the well-being of the population. Public administration has not always known what to do next. At one time, the goal of Latvia's economic policy was to join the European Union, and this was achieved on May 1, 2004. As the then Foreign Minister Artis Pabriks admitted - "Latvia's only goal was to join the EU, now we have to start thinking about what we really want to achieve with it" [14].

Since 2004, Latvia's experience in planning has been developing. The Ministry of Environmental Protection and Regional Development (MEPRD) has developed Guidelines for the Development of Municipal Sustainable Development Strategies after the Administrative Territorial Reform of Municipalities in 2021 and the newly established municipalities in the strategic part recommend formulating a vision – long-term development vision for the future, which is simple for every inhabitant [1].

In the public sector, objectives are usually formulated in general terms. Analysing Article 15 of the Law on Local Governments, where the functions of local governments are defined, it must be concluded that they begin with the words "organize", "provide", "determine", "take care", "ensure", "promote", "participate", which does not reflect specific actions. Therefore, the recommendation to use the rational planning model in public administration, which includes five points: formulate specific tasks, set priorities, start planning after setting goals, forecast, analyse, experiment and regularly evaluate the manager, and provide feedback to the manager to stop ineffective activities [15].

Medium-term and short-term plans are also being developed at national level. The national long-term plan is Latvia's Sustainable Development Strategy "Latvia 2030", which sets the following priorities – investment in human capital, paradigm shift in education, innovative and eco-efficient economy, nature as future capital, spatial development perspective, innovative governance and public participation, and development of cultural spaces [13].

The medium-term plan is the National Development Plan and short-term plans can cover annual budgets covering one year. Municipalities must coordinate their

SDS with the long-term plans of the state and the respective planning region (Riga, Vidzeme, Latgale, Zemgale or Kurzeme), with the medium-term tasks of the state and the region. Local level development planning documents are hierarchically subordinated to regional and national level development planning documents. Regional level development planning documents are hierarchically subordinated to national level development planning documents. Development planning documents are developed at national, regional and local levels.

Cabinet Regulation No. 628 Regulations on Local Government Territorial Development Planning Documents defines both the content of the local government SDS and the procedure for the development of the SDS. Figure 1 shows the stages of the Sustainable Development Strategy (SDS). SWOT analysis, identified problems, identified trends and forecasts, and evaluation of problem solutions in terms of effectiveness and prioritization are the basis for strategy development. Then set the vision, goals and priorities. In the planning process, this stage is especially important in the new situation after the administrative-territorial reform. The vision is formulated as a long-term vision for the future.

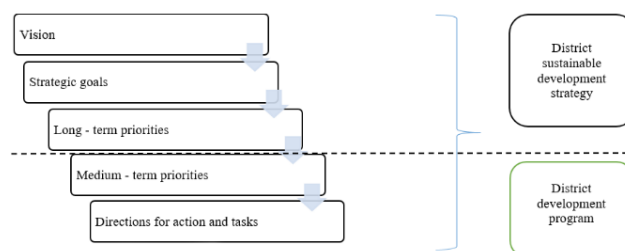


Fig. 1. Linking the development stages of a sustainable development strategy and planning documents.

According to the information available to the Ministry of Environment and Regional Development (MERD) almost all municipalities have already developed sustainable development strategies (SDS). After the administrative-territorial reform that has taken place, it is necessary to develop a new SDS by merging several municipalities, therefore the existing strategic goals are to be reviewed. (<https://www.varam.gov.lv>). Strategic goals are a focused set of policy settings aimed at achieving a vision. Strategic goals must correspond to the settings of the vision - each theme of the vision must be covered by a strategic goal. Goals have to be more specific than the vision, and each goal has to be limited to one idea. The strategic goal serves as a basis for setting priorities and identifying further actions [1]. Long-term priorities derive from strategic goals and are the most important directions of development or areas that contribute to the achievement of strategic goals. At the same time, the strategic goals and priorities of the municipal SDS must be linked to the development goals and priorities set at the national and regional level. The set goals and priorities must be aimed at creating an attractive living and working environment, which in turn is a precondition for the economic growth of the region [1]. Municipalities represent the interests of local people, so the Ministry recommends that the goals should be subordinated to the well-being of the population (see Figure 2).

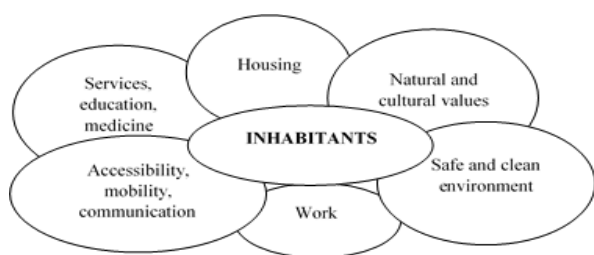


Fig. 2. Relationship and Interaction of Framework Conditions.

Municipalities compete to attract people to the region, so they use various marketing methods - develop the brand of the place, organize events and compete for large-scale cultural events, improve the environment. The author acknowledges that the most important factors for the population as a target audience are the place to live and work. Factors that rank differently for each person are high-quality social services, leisure opportunities, a clean and safe environment, and convenient transport infrastructure. The long-term development strategies of Cesis, Valmiera and Smiltene districts will be further analysed, determining whether or not the use of local marketing is used in this planning document.

IV. GENERAL CHARACTERISTICS OF CESIS, VALMIERA AND SMILTENE DISTRICTS

Cesis municipality, Valmiera municipality and Smiltene municipality are neighboring municipalities that border each other in Vidzeme planning region. The district centers are relatively close: from Cesis to Smiltene is about 47 km, from Smiltene to Valmiera is about 37 km and from Valmiera to Cesis is about 35 km.

After the 2020 Regional reform, two cities in Cesis have merged - Cesis and Ligatne, as well as 21 parishes. Four cities have been united in Valmiera region - Valmiera, Seda, Rujiena and Strenci and 26 parishes. The most interesting changes have taken place in Smiltene municipality, for the cities of Smiltene and Ape and 14 parishes, including the former territory of Cesis district - Rauna parish and Drusta parish.

The largest of them is Valmiera region – 2948 square kilometres and 51,048 inhabitants (see Table 2).

TABLE 2. CHARACTERISTICS OF CESIS, VALMIERA AND SMILTENE DISTRICTS IN THE ANALYSIS OF THE CURRENT SITUATION

	<i>Cesis district</i>	<i>Valmiera district</i>	<i>Smiltene district</i>
Total area	2668,2 km ²	2941 km ²	1800,55 km ²
Population	41 177	51 048	19 165
Distance to Riga	87 km	107 km	132 km
Registered companies	4564	4430	1652
Forest area	146 983 ha	50%	55%
Agricultural land	31%	34%	33%
Unemployment	data not mentioned	data not mentioned	3.8%

	<i>Cesis district</i>	<i>Valmiera district</i>	<i>Smiltene district</i>
Highlighted value	Cultural and historical heritage	Territorial development index among national cities 4th place in the country	Business development in relation to available resources

Vidzeme has the highest highland in Latvia. The following description of the territory can be found on the website of Vidzeme Planning Region, which must be taken into account in determining the SDS and can be used for positioning the site. Climate with early frost in autumn, relatively long winters, high rainfall, relatively short growing season. In the highest places, the snow cover falls a month later than in the lowlands of Central Latvia and around Riga.

Forests cover half of the region's territory, and forest products not only serve local consumption, they are also an important component of the mosaic landscape and have a significant recreational potential. The highlands are a watershed between the Gauja and the Daugava basins, so there are many rivers with large falls and deep valleys (on the slopes of the highlands). There are quite a lot of lakes in the Vidzeme highlands. The highland landscapes are very diverse. Vidzeme does not stand out against the background of other regions with significant mineral reserves: the relatively widespread resources of building materials are sand, sand-gravel, dolomite, clay, which are mostly found in small, local deposits, peat resources, and sapropel is found in most lakes. Quality drinking water. There are potentially large reserves of underground drinking water in the region, and water supply can be provided throughout the region [16].

In view of the above-mentioned characteristics of the region, which would apply to all three counties, it can be concluded that the values that could be of interest to potential residents, businesses and tourists could be largely due to their favourable geographical location, attractive living environment and tourist attractions, objects. The potential for entrepreneurship could be for forestry and wood processing companies, as well as for agricultural companies.

V. ANALYSIS OF SUSTAINABLE DEVELOPMENT STRATEGIES IN RELATION TO PLACE MARKETING- EXAMPLE OF CESIS, VALMIERA AND SMILTENE DISTRICTS

The most visually extensive plan of the districts is for Smiltene. For the Smiltene district, the current situation, the strategic part and the perspective of spatial development are described in some detail.

Each district has uniquely described the current situation and linked this document with other territorial development planning documents. It is interesting that all three counties have marked the mutual connection of Cesis municipality, Valmiera municipality and Smiltene municipality both verbally and on the map of the region (see Figure 3). This marks the marketing feature of the territories - cooperation with other municipalities.

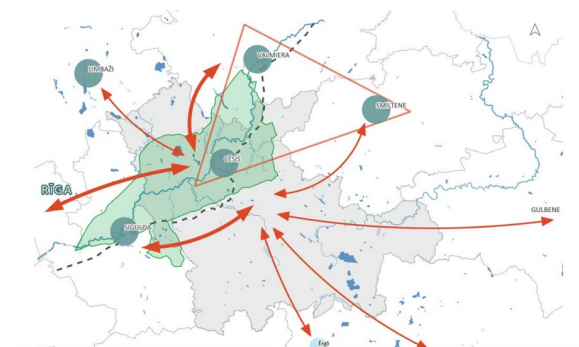


Fig. 3. Link between Valmiera, Cēsis and Smiltene districts.

In describing the current situation, all counties lack SWOT analysis in the usual sense. Each region highlights its positive features – successful geographical position, distance to the capital Riga, roads, educational opportunities, potential for business, health care, as well as the most popular leisure and tourism facilities, weaknesses and threats are called challenges. The challenge for Smiltene municipality is gradual population decline, efficient management, availability of services to all residents of the municipality, improvement of transport infrastructure. Cēsis district is concerned about the efficient transportation of students from their place of residence to the educational institution and road infrastructure by renovating and rebuilding roads. In the description of the current situation in the development plan of Valmiera district, the challenges are not emphasized, however, it is proudly announced that the Territorial Development Index for Valmiera is one of the highest in the country – the 4th place.

The slogan as a component of the brand is not mentioned in the county SDS, but in the author's opinion the slogan should express the core values of the county, expressed in the wording of visions or goals in the planning documents. The mission or overarching goal in Cēsis and Valmiera counties is a human factor - Valmiera has a population, Cēsis has a broader wording - a person, then Smiltene has a place (see Table 3).

TABLE 3. THE GOALS OF CĒSIS, VALMIERA AND SMILTENE DISTRICTS

	<i>Cēsis district</i>	<i>Valmiera district</i>	<i>Smiltene district</i>
Slogan	The place for opportunities!	Let's live green!	Succeed in Smiltene region!
Overarching goal	man and his goodness	the well-being of the population	a place to live, to work and to be
Vision	The basic value of Cēsis region is man and his well-being. Cēsis sets goals to create conditions for the implementation of the wishes of the population, creating a high quality of living space. The set of created	Valmiera region is a well-known territory of economic development, knowledge and excellence of public life in the Baltics. The town of Valmiera as a development center of national significance in	Smiltene district is a people-created, recognizable, economically active, accessible, balanced, sustainable and scenic region in Vidzeme - a place to live,

	<i>Cēsis district</i>	<i>Valmiera district</i>	<i>Smiltene district</i>
	conditions promotes the attraction of the population in the territory of the district	Vidzeme interacts in the triangle of Vidzeme towns (Valmiera-Cēsis-Smiltene)	to work and to be

The visions are formulated in 1-2 sentences, with an explanatory text about the special values of the county. The formulation of the vision of Valmiera region is permeated by ambitions to be recognizable in the Baltic States, which are based on the fact that business is developed in Valmiera more than in the neighbouring regions. As a significant town, Valmiera is proud of Vidzeme University College and strives for excellence in all fields, it is proud that it is the only city in the trio of regions and is ready to cooperate. The wording of the vision for Cēsis district is a bit different, which more emphasizes the “well-being” of a person, giving a promise to do everything so that people would like it there and they would like to live in this territory or return again. In its turn, the vision of Smiltene district shows similarities with the visions of both Cēsis and Valmiera counties - joint emphasis on economic recognition and activity with Valmiera, emphasis on residence in Cēsis region.

The SDS of all three counties emphasize the link with the long-term and medium-term plans of the state and at regional level, which is reflected in particular in the plans of Cēsis and Smiltene districts.

TABLE 4. STRATEGIC GOALS AND LONG-TERM PRIORITIES OF SMILTENE REGION FROM 2022

	<i>Strategic goals (SG)</i>	<i>Long - term priorities (LP)</i>
1.	SG1 Socially active, educated and inclusive local community	LP1 A self-sufficient and growing society
2.	SG2 Economy -dynamic and competitive	LP2 Entrepreneurship based on local resources and innovation
3.	SG3 Sustainable and quality living environment	LP3 Available public infrastructure and services

The strategic objectives, as a set of policy options, serve as a basis for further prioritization and identification of future actions in the medium term. Analysing the strategic section of the SDS, Smiltene municipality has set three strategic goals (SG) and the resulting long-term priorities (LP) (see Table 4).

The first goal reflects that the main value of Smiltene region is the person and the local community. The second goal declares that Smiltene wants to be the most economically active region in Vidzeme region and with the third goal a promise is made to arrange public infrastructure and services to adapt to climate change.

Valmiera municipality has formulated four goals and four long-term priorities correspond to them (see Table 5).

TABLE 5. STRATEGIC GOALS AND LONG-TERM PRIORITIES OF VALMIERA REGION FROM 2022

	<i>Strategic goals (SG)</i>	<i>Long - term priorities (LP)</i>
1.	SG1 Personality growth	LP1 Service environment conducive to education, health, participation and creativity of the population
2.	SG2 Business development	LP2 Environment for attracting investment and economic growth, development of nationally and internationally competitive business
3.	SG3 Functional, aesthetic and green urban and rural environment	LP3 Innovative, environmentally friendly and balanced urban and rural environment
4.	SG4 Synergies between urban and rural areas	LP4 LP4 Baltic Center for Economic Development in Vidzeme and Strong Countryside

In essence, these formulations of goals represent similar visions for the future as in Smiltene district, only the connection between the city and the countryside is especially emphasized. The inclusion of Valmiera in the European Transport and Single Transport, Information and Trade Area of Northern Europe and the Baltic Sea has been set as a priority in achieving SG4. The third goal is in line with the slogan "Let's live green!"

Cesis region has set five strategic goals (see Table 6), emphasizing the development of cultural heritage, tourism sites and digital literacy. The development of digital services in the municipality for citizens and businesses would promote the use of e-services by all parties involved.

TABLE 6. STRATEGIC GOALS AND LONG-TERM PRIORITIES OF CESIS REGION FROM 2022

	<i>Strategic goals (SG)</i>	<i>Long - term priorities (LP)</i>
1.	SG1 Innovative resource-based, investor-friendly economic environment	LP1 Creating an efficient business ecosystem and creating new jobs
2.	SG2 High quality of life of the population	LP2 Customer-oriented high-quality management and a municipality dedicated to innovative ideas
3.	SG3 Recognition of culture and tourism at European level	LP3 Competitive county identity based on creative, cultural and tourism industries
4.	SG4 Environmentally friendly, sustainable and climate-neutral region	LP4 Efficient and sustainable use of the county's resources and preservation of the natural environment
5.	SG5 High digital literacy of the population and digital transformation of the economy	LP5 Municipally promoted digital transformation management

Spatial development perspectives graphically depict the desired structure of the territories in the end period of the SDS plan. These include guidelines for population structure and services, the structure of natural areas, industrial sites, transport and traffic infrastructure, and also priority areas.

Although all municipalities have developed SDS according to common recommendations and the content is slightly different, each of the surveyed counties has invested a lot of work in aligning long-term goals and priorities with national and regional development plans, joint territorial development strategies and neighbouring SDS.

VI. CONCLUSIONS

The concept of social marketing and aspects of sustainability are implemented with place or territorial marketing. The stages of regional and district development planning partially overlap with the stages of place or territorial marketing, which indicates the similarity of the marketing concept to strategic planning. Place marketing includes solving the problems of corporate social responsibility, which is important in the management of local governments.

The territory as a product is positioned as a special place with a competitive offer for residents, entrepreneurs, tourists. A long-term plan creates a positive image of the area in question.

In the sustainable development strategies of the counties, the market is segmented and the offered products are oriented to certain target segments, according to their needs. Emphasis is placed on the internal market - the support of local residents and companies. As a result of the development and application of place marketing, the strategies of Valmiera, Cesis and Smiltene districts have a discernible similarity with the marketing strategies of companies and they include elements of marketing strategies.

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