

REGULARITIES OF MARKETING STRATEGY IN THE PARADIGMS OF SUSTAINABLE DEVELOPMENT

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Promoting Intangible Cultural Heritage Through Universal Marketing Strategies for Tourist Regions

Abstract: *Introduction.* At the present stage, the issue of updating marketing concepts to promote cultural heritage is considered relevant and of practical importance. Strategies for developing tourist regions currently require innovative upgrades in line with the demands of modern society. Purpose and methods. The article aims to analyse universal patterns of promoting intangible cultural heritage in the marketing strategies system for tourist regions. The research methodology comprises analytical and synthetic methods, systematisation, generalisation and abstraction. *Results.* The research examines key forms of intangible cultural heritage: norms and values, cultural traditions and beliefs, and traditional activities endowed with significant meaning and essence. It is argued that current practices in managing the promotion of cultural and spiritual heritage require a rethinking of approaches to implementing marketing strategies. The study identifies the characteristics of modern methods for developing tourist regions based on corporate social responsibility, digital innovations, and information and communication technologies. *Conclusions and discussion.* The article substantiates the need to optimise marketing in the context of the sustainable development of cultural regions. Universal patterns of promoting intangible cultural heritage within promotion strategies are identified. The importance of implementing public-private partnership projects and encouraging public involvement in managing the tourism potential of destinations is substantiated. Effective marketing solutions

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for developing tourist regions based on the promotion of the cultural heritage of past generations, with potential practical significance, are proposed.

Keywords: intangible cultural heritage, tourism, sustainable development, management strategy, marketing strategy, development patterns, creative space, entrepreneurship.

1. Introduction

The problem formulation. Intangible cultural heritage is positioned as a set of fundamental cultural and spiritual achievements of a particular nation, accumulated over a long period and occupying an essential place in the collective memory. In general, intangible cultural assets preserved from previous generations include various rituals and traditions of peoples, represented in diverse folk art.

Knowledge and skills passed down from generation to generation, and expressing elements of intangible culture, are of great value and influence the quality of life in society. At the current stage of social development, which is characterised by social polarisation, the levelling of moral and ethical values and several other destructive phenomena, the problem of actualising the influence of intangible heritage is becoming particularly relevant. Tourism is the most effective tool for realising such intentions.

Using innovative marketing technologies makes it possible to expand the customer audience, develop a positive image of destinations, and increase loyalty and trust among travellers. Promoting concepts of cultural and spiritual heritage to shape national identity within marketing strategies will make it possible to upgrade their value in the public eye, increase their influence on the younger generation, and intensify the development of national identity and a patriotic worldview in the social environment.

State study of the problem. The issue has been reflected in the work of contemporary scholars. Among the scholars whose publications are devoted to strategies for promoting intangible cultural heritage within the concepts of tourism region development are B. Hysa et al. (2021), A. Thommandru et al. (2023), A. Rosário & J. Dias (2023), W. Achmad & Y. Yulianah (2022) and several other researchers.

Aspects of destination development management methodology and features of state regulation in regional tourism are among the research interests of S. Mahsyar & U. Surapati (2020). The authors explore tourism service quality management concepts and determine the place and role of intangible cultural heritage in destination development strategies. Povorozniuk's publications

(Povorozniuk, 2023) are devoted to the specifics of the development of tourist regions in times of crisis and instability.

Continuing this line of thought, H. Dhoundiyal & P. Mohanty (2022) focus on the institutional support of tourism entities and highlight the digital transformation of the industry, which provides new opportunities to expand the audience of fans of local tourist destinations. Rather's research (Rather, 2025) is devoted to digitalising and automating marketing processes and consumer behaviour analysis, which allows for a quick response to changes in the target audience's requests. J. Rosak-Szyrocka et al. (2023) continue this work, highlighting the potential of artificial intelligence and mobile applications in marketing systems to develop tourist regions.

Publications by individual researchers (Cho et al., 2024; Ivars-Baidal et al., 2023) are devoted to identifying the specifics of activities in the field of religious and cultural tourism, taking into account the dynamics of socio-economic and social transformations during periods of geopolitical crises and the decline in the overall moral and spiritual level of social development. The results of research by V. Bayev et al. (2022) suggest a significant overhaul of the supporting infrastructure and marketing approaches to boost regional tourism. At the same time, A. Khan et al. (2020) look at how intangible cultural heritage can be effectively promoted with the proper institutional support.

J. Lipschultz (2023) describes the importance of economic incentives for developing tourist destinations, which involves attracting investment, subsidies and tax breaks.

Also, according to the author, developing local transport and communication infrastructure, ensuring citizen involvement in tourism infrastructure development projects based on transparency, and stimulating the development of entrepreneurial initiatives and start-ups in the tourism sector will contribute to promoting regional tourism. R. Chenavaz et al. (2022) highlight the role of cooperation between projects promoting intangible cultural assets and other areas of tourism and the hotel and restaurant business. The researchers propose expanding the specialisation of tourism entities by incorporating elements of traditions and customs, as well as religious and cultural tourism.

Unresolved issues. Analysis of previous scientific research indicates a transformation of key approaches to developing tourist destinations in the modern social environment. The concept of promoting intangible cultural heritage is becoming increasingly relevant. At the same time, the possibilities of marketing strategies in this area require expanded analysis.

2. Purpose and methods

The purpose and research tasks. This article aims to analyse universal patterns of promoting intangible cultural heritage in the marketing strategies system for tourist regions.

The research primarily involved analysing primary sources from publications indexed in leading databases (Scopus, Web of Science). The works taken into account mainly were published between 2020 and 2025. The following keywords were used for the search: ‘intangible cultural heritage, tourism, sustainable development, management strategy, marketing strategy, development patterns, creative space, entrepreneurship.’

Methodology and methods. The research methodology comprises several general scientific methods, including analysis and synthesis, comparison, systematisation, and generalisation. Various types of analysis were used to identify the factors influencing the development of the object under study, its key functional elements and transformation potential concerning contemporary management strategies. The generalisation method was used to identify priority areas for marketing strategies to promote intangible cultural heritage. The chosen methodology allowed us to determine the most effective ways and tools for implementing marketing strategies for tourist regions, considering stakeholders’ interests.

Information base. The limitations of the research are due to the complexity of experimental verification of theoretical conclusions.

3. Results and discussion

Intangible cultural heritage belongs to the paradigm of cultural achievements created by humans and maintained by them in the form of norms, traditions, values, knowledge, beliefs, and various activities that are of significant importance and often determine the essence of human life. Preserving intangible assets is essential for cultural and national identity, cultural diversity and folk art.

Currently, many complex factors determine the constant dynamics of the tourism sector and the issue of preserving cultural heritage in its many manifestations and forms for the practical advancement of humanity. Representing the differentiation of views, behaviour, beliefs, and cultural assets shapes the identity of a nation, which demonstrates the mood of entire communities within a country.

Intangible cultural heritage is a tangible form of culture. Preserving historical, religious and artistic monuments is essential in itself. Still, the proper functionality of these monuments can only be achieved by ensuring their relevance

through festivals, music, dance, processions, and other rituals. The phenomenon under study involves several positive and productive elements invaluable for global social development.

Marketing strategies for developing regional tourism are formulated considering the needs of stakeholders and beneficiaries. Digital marketing strategies should ensure cost minimisation, the search for non-standard solutions, a network approach, the integration of Search Engine Optimisation (SEO) and artificial intelligence (AI) tools, personalisation of the user experience and big data analysis.

Digital information channels are becoming essential for continuous communication with the customer audience while developing tourism strategies. These include:

- targeting advertising messages on social platforms;
- engaging influencers;
- personalising advertising based on behavioural pattern analysis;
- Google Analytics tools;
- integration of QR codes;
- improvement of online booking systems in the hospitality industry.

Social networks currently play a special role. Tourist locations are allowed to customise messages in real time.

UNIQODE statistics (Ektha S, 2025) show that about 40% of tourists search on Instagram for leisure and tourism locations. The key opportunities for digitalisation in promoting local tourist destinations are listed below (Table 1).

Table 1. Digitalisation of marketing in local tourism

<i>Direction</i>	<i>Priority objectives</i>	<i>Essential characteristics</i>
Mass advertising	Expanding the audience of potential visitors; Ensuring the recognition of the tourist location	Engaging traditional media resources and digital tools
SEO optimisation	Expanding the potential audience of attracted and potential visitors to the destination's electronic resources	Search engine optimisation

Engaging influencers	Ensuring the recognisability of tourist locations	Involvement of celebrities and bloggers in shaping the necessary consumer preferences of the destination's potential audience
Targeted advertising	Assimilation of target audience segments that show maximum interest in the destination and tourism in general	Targeted advertising focused on a cluster of potential customers based on analysis of their personalised behavioural trends
Social networks	Engaging young audiences in local tourism	Promoting destinations through social media
RRS strategy	Attracting traffic to the website	Paid advertising on search platforms and social media, the effectiveness of which is determined by the number of clicks made by users.
Email marketing	Building loyalty among existing and potential customers	Sending marketing offers to the target audience via email
Retargeting advertising	Development of the audience of regular visitors to the destination	Targeted advertising for tourists who have already visited the destination
Cross-promotion	Intensive expansion of the potential customer audience	Cooperation with other companies for mutual marketing support

Domestic tourism during the war in Ukraine has formed the basis for developing the tourism industry. Every entity involved in tourism should strive to implement an effective system for promoting intangible cultural assets. At the same time, state support should focus on developing local tourism to stimulate the country's economic progress.

Despite the critical role of intangible cultural assets in social integration, the industry faces serious challenges. Rapid modernisation is destroying cultural and historical intangible heritage in certain parts of the world. This process is exacerbated by rapid integration, globalisation and the influence of subcultural trends.

With the active practical support of UNESCO, the Ukrainian government has initiated several programmes to preserve intangible heritage. In addition, the need to protect cultural assets for national unity has been recognised.

The State Agency for Tourism Development (DART) analysed tax revenues from the tourism industry in Ukraine's regions for 2024. Compared to 2023, growth was observed in 22 areas of Ukraine and Kyiv. At the same time, compared to 2021, growth was observed in 20 regions (Fig. 1).

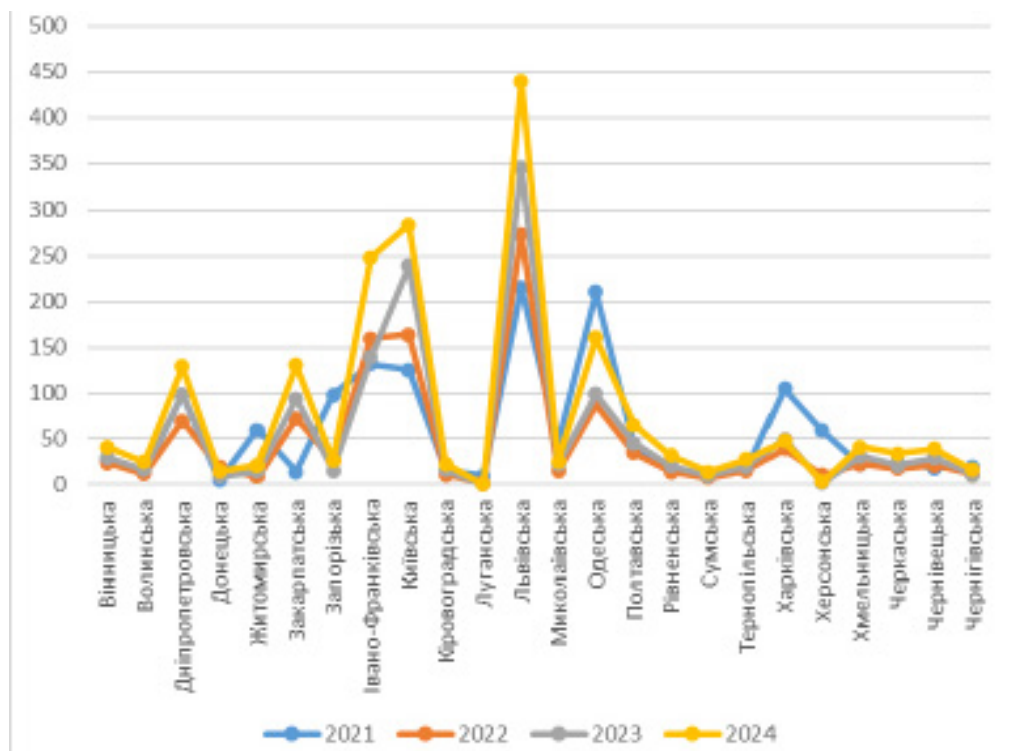


Figure 1. Tax revenues from regional tourism in Ukraine, 2021-2024.

Source: summarised by the author based on
(The State Agency for Tourism Development of Ukraine, n.d.-b)

Each of these regions is characterised by its well-known pilgrimage centres, religious sites of national and regional significance, and hubs of cultural and artistic heritage. Tours can be targeted or exploratory. Tourists can also visit sites of intangible cultural heritage during combined trips.

When developing a regional tourist route, several factors must be taken into account:

- rationality;
- the presence of the main purpose of the route and current goals;
- studying the potential of the tourist market and the availability of related infrastructure;

- detailing the route;
- inventory of assets.

Ukraine is experiencing an intense revival of pilgrimage traditions, facilitated by the wartime crisis. In search of moral and spiritual support, religious tourists are discovering new destinations and sacred places for the general public. Special pilgrimage services are emerging, particularly at monasteries and temples. The main obstacles to the development of holy tourism are a lack of information about religious routes, a shortage of qualified guides, and a low level of interaction between the authorities, spiritual centres and tourist organisations. In particular, Pochaiv is a crucial Orthodox pilgrimage centre (Figure 2).

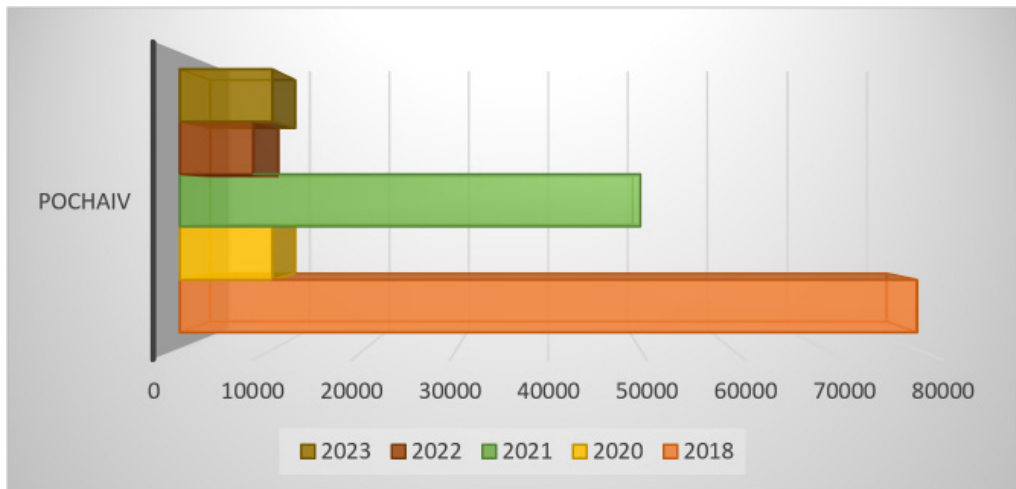


Figure 2. Number of religious tourists in Pochaiv, 2018-2023.

Source: (The State Agency for Tourism Development of Ukraine, n.d.-a)

In 2020, there was a 70% drop in visitor numbers due to the pandemic. In 2021, visitor numbers almost returned to pre-pandemic levels in 2019. However, the situation remains quite tricky due to the country's war.

It should be noted that cultural and religious tourism is moving beyond 'niche tourism' and becoming more independent and dynamic, which creates special competitive advantages. History shows that regional tourism can survive and develop even under challenging circumstances.

Modern marketing development concepts incorporate several key areas:

- innovative media and integrated communications;
- targeting and personalisation;

- visual communication and digital content;
- audience engagement and crowdsourcing;
- crisis communication;
- actualisation of trust and ethics.

The growing popularity of digital media is a determining factor in shaping public opinion. Modern media allow information to be disseminated quickly and successfully, creating the conditions for personalisation, interaction and rapid response. At the same time, an integrated approach involves using various media channels to form a single message.

Accordingly, their potential should be actively used to promote cultural heritage. Media players create the most relevant messages using targeting algorithms, which allows them to expand their audience and increase the effectiveness of communication strategies.

Visual content enables effective communication, and digital content adapted to different platforms and devices is also becoming important (Achmad & Yulianah, 2022).

Expanding the audience to include crowdsourced content allows media companies to consider audience ideas when building their communication process. At the same time, it is necessary to have an effective crisis communication plan to minimise the impact of adverse events.

The use of digital tools significantly impacts the success of communication strategies. This is achieved through big data, artificial intelligence and machine learning, which allow you to specify your target audience. Programmatic advertising automates real-time targeting, while online networks open new ways of interacting with your audience.

Digital analytics tools enable real-time monitoring of the effectiveness of communication tools. In particular, Google Analytics allows you to measure specific parameters and select the most appropriate content to improve communication strategies. At the same time, visualisation and gamification help to increase audience interest. Among other things, digital platforms provide access to crowdsourcing, ensuring the communication process's authenticity (Cho et al., 2024; Ivars-Baidal et al., 2023).

New AI-based tools enable companies to predict customer needs, adjust marketing strategies, and improve human resource management. They also help tailor product offerings to user preferences, streamline operations, and increase the competitiveness of tourism businesses.

Artificial intelligence and blockchain help improve communication transparency, allowing relationships with audiences to be built on trust and ethical

principles. This is particularly important in the context of advertising and cybersecurity. New elements help media companies effectively achieve their communication goals, providing them with adaptability and resilience.

Active participation in the development of the information society and interaction with information flows requires the development of media literacy as a component of information culture. The active development of digital media resources and social networks intensifies this process, significantly transforming the thinking processes of society. Society is losing the foundations of its cultural identity in the flow of social networks.

At the same time, this requires increased attention to cybersecurity, personal data protection, and the ability to recognise fake news and disinformation. At the same time, among the fundamental theoretical development directions, the cognitive direction is distinguished – the development of analytical skills and the sociocultural direction – a means of socialisation and prevention of manipulation and disinformation (Rosak-Szyrocka et al., 2023).

To become active members of the information society, interact with information flows and protect themselves from actions related to disinformation and manipulation, it is necessary to possess media literacy and critical thinking as components of information culture. The active development of digital media resources and social networks intensifies this process, significantly transforming the thinking processes of society (Dhoundiyal & Mohanty, 2022).

Key factors for the sustainable development of a nation's intangible heritage in regional and global trends are integration with local communities, innovative services, global adaptation, staff quality improvement and infrastructure development. The digitisation of processes includes the integration of booking and data analysis platforms, improving operational efficiency and personalisation of services. Integration with local communities helps to support local producers and promote regional culture, while innovative services such as contactless booking and robotised servers respond to contemporary global challenges. Global adaptation, such as multi-currency payments and developing an inclusive environment, enables us to attract international customers. At the same time, investments in staff training and incentive programmes help to improve service quality. Infrastructure development through the modernisation of buildings and transport logistics meets contemporary standards of comfort and environmental friendliness. These factors are the basis for the long-term development and competitiveness of the tourism business and the promotion of intangible cultural heritage in the marketing strategies of tourist regions.

There are various conceptual visions of management strategies in promoting cultural and spiritual heritage in the scientific field. In particular, B. Hysa et al. (2021) highlight the need for an integrated approach to digital upgrading, including the potential of blockchain and artificial intelligence and the development of appropriate digital inclusion. As the researchers continue, such a strategy should align with social development's main trends and demands.

Currently, the tourism environment is constantly evolving with the help of digital technologies, which requires the development of more effective and adaptive communication models. A. Thommandru et al. (2023) determine new media's influence on public opinion formation, especially during global crises. The researchers consider the use of visual materials and crowdsourcing to be an important issue. K. Adams & D. Sandarupa (2024) demonstrate the importance of innovative media in managing marketing strategies and using communication methods to develop relationships with the audience.

A. Rosário & J. Dias (2023) analyse the potential of artificial intelligence and blockchain in developing audience engagement in security, reliability, maximum personalisation of user experience, and preventing intrusions into confidential information arrays. Researchers are improving the model of media communication development, emphasising the need for critical thinking and media literacy skills in society.

The impact of digital innovations on social communication is a subject of active debate in the contemporary scientific field. Yu. Dashchuk (2023) analyses the possibilities of improving the security of the internal information field of tourism companies through algorithmisation and automation to guarantee data confidentiality.

W. Achmad & Y. Yulianah (2022) confirm the relevance of comprehensive, person-oriented strategies for developing the intangible cultural sphere. The modern concept provides for specific components, including identifying potential threats and bottlenecks in the communication process; effective security policy; improving the digital skills of society; ensuring the security of confidential resources; and an effective analytics and evaluation system.

The development of intangible cultural heritage in the tourism industry, methodologies for managing destination development, and the possibilities for state regulation in the field of tourism are among the research interests of S. Rasoolimanesh et al. (2023). The researchers investigate practical aspects of managing the quality of tourism services and infrastructure development.

N. Samala et al. (2022) define regional tourism as an activity aimed at recreation and the cultural development of society. Researchers argue that its modern form is more closely related to tourism than to practical spiritual or cultural activities.

The publications by D. Streimikiene et al. (2021) are devoted to the peculiarities of regional tourism development in times of crisis and instability. The authors propose upgrading the organisational and management mechanisms of the industry to promote the development of domestic and inbound tourism. The researchers emphasise that military operations and the coronavirus have significantly affected the number of pilgrims to holy sites and cultural tourists.

Continuing this theme, N. Enke & N. Borchers (2021) focus on the institutional support of tourism entities and emphasise the digital transformation of the industry, which provides new opportunities to expand the audience of religious tourism destinations. The researchers analyse the current possibilities for automating marketing processes, consumer behaviour analytics, and targeting, making it possible to expand the target audience and respond quickly to changes in its needs.

F. Roxas et al. (2020) highlight the potential of mobile applications for developing marketing support for regional tourism, where the promotion strategy should focus on the impact of digital innovations. X. Font et al. (2023) analyse the possibilities for improving the information field of tourism companies through algorithmisation and automation.

Thus, the patterns of popularisation of intangible cultural assets in the system of marketing strategies for tourist regions, using new management solutions, create a basis for:

- 1) enhancing regional economic development by attracting investment;
- 2) increasing the competitiveness of tourism enterprises, hubs and destinations in domestic and international markets;
- 3) ensuring the sustainable development of industries through environmental and technological solutions (Jiménez-Partearroyo et al., 2024).

Therefore, introducing innovations in managing marketing strategies in the tourism industry is important for increasing economic efficiency and contributing to economic development. In today's world, digital tech, including artificial intelligence, is a big deal in driving change in the sector, like making business processes more efficient, giving customers excellent experiences, and finding competitive advantages in a challenging market.

Contemporary scientific developments indicate an upgrade in approaches to developing intangible cultural heritage destinations in the modern social environment. At the same time, the opportunities and role of state support in this area require further analysis.

4. Conclusions

The research examines the prospects for synergies between the potential of digitalisation and strategic management in promoting intangible cultural heritage. The industry under study is an effective source of economic development, as it ensures the inflow of foreign tourists and satisfies domestic demand, while also creating competitive advantages.

The key forms of the phenomenon under study are norms and values, cultural traditions and beliefs, and traditional activities endowed with important meaning and essence. At the current stage of development of society, which is characterised by social polarisation, the levelling of moral and ethical values and several other destructive phenomena, the problem of actualising the influence of intangible cultural heritage is becoming particularly relevant.

There is a need to resolve several methodological prerequisites for determining promising areas for further development of the cultural and religious tourism industry, where a special role should be given to modern digital solutions in information and communication technologies. The key areas of development are consumer orientation, continuous optimisation, a systematic management concept, and mutually beneficial productive communication. The need to preserve intangible cultural heritage is significant for cultural and national identity, as well as the preservation of cultural diversity and folk art.

Digital information channels are becoming essential for continuous communication with the customer audience in developing tourism strategies. These include: targeting advertising messages on social platforms; engaging influencers; personalising advertising based on behavioural pattern analysis; using Google Analytics tools; integrating QR codes; and improving online booking systems in the hospitality industry.

Social media currently plays a special role. Tourist locations can customise messages in real time, measure their success and optimise their advertising budget. The main principles of synergy between strategic management and creative spaces in regional tourism development include sustainable development, inclusiveness, innovation, continuous improvement, and accessibility. Particular attention should be paid to the opportunities for public-private partnerships, digital marketing solutions, stimulating the investment process and integrating cross-sectoral development strategies.

The integration of digital technologies not only optimises operational processes but also significantly improves the customer experience in the tourism marketing industry. Meeting customer needs, including through personalised

service and innovative marketing strategies, is important in ensuring loyalty and attracting new visitors. Introducing such technologies allows the creation of unique offers that consider the specific nature of customer aspirations and preferences and increase the competitiveness of tourism companies.

The research proposes upgrading approaches to promoting intangible cultural heritage in the modern social environment. At the same time, the possibilities and role of state support in this area require further analysis, which shapes the directions for promising research. The results emphasise the importance of integrating innovation into the tourism industry, opening up prospects for further expansion of the research base and introducing new practices in the field of promoting intangible cultural heritage.

Scientific novelty. The article substantiates the need to optimise marketing in the context of the sustainable development of cultural regions. It substantiates the importance of implementing public-private partnership projects and stimulating public involvement in the management of the tourism potential of destinations. Universal patterns of promoting intangible cultural heritage within promotion strategies are identified. Effective marketing solutions for developing tourist regions that promote intangible cultural heritage with potential practical significance are proposed.

The significance of the study. Using innovative marketing technologies makes it possible to expand the customer audience, develop a positive image of destinations, and increase loyalty and trust among travellers. Promoting intangible cultural heritage concepts within marketing strategies will make it possible to upgrade their value in the public eye, increase their influence on the younger generation, and intensify the development of national identity and a patriotic worldview in the social environment.

Prospects for further research.

Prospects for further research are seen in the analysis of the potential of state support and public-private partnership projects to promote intangible cultural heritage in the marketing strategies system for tourist regions.

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