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# MANAGEMENT OF SOCIO-CULTURAL ACTIVITIES

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## **Tourism as a Tool of Recovery of Ukrainian Communities: Economic and Mental Healing**

**Abstract:** *Introduction.* The full-scale Russian invasion of Ukraine in 2022 has resulted in devastating damage to infrastructure, the economy, and human capital. Alongside these visible effects, the war has inflicted profound psychological trauma, including heightened anxiety, chronic stress, and post-traumatic stress disorder (PTSD), which are expected to have long-term consequences for Ukraine's recovery. In this context, tourism is examined as a tool for dual recovery – economic revitalisation and mental health restoration. *Objective and Methods.* The purpose of the paper is to investigate how the tourism sector can contribute to the recovery of Ukrainian communities during and after the war. The methodological foundation is based on Growth Pole Theory and the Tourism-Led Growth Hypothesis (TLGH). The study employs a mixed-methods approach, including analysis of global post-conflict tourism case studies, comparative tourism investment assessments, and content analysis of Ukrainian policies on community recovery. *Results.* The findings demonstrate that tourism development contributes to economic regeneration through infrastructure enhancement, job creation, and support for local entrepreneurship. Simultaneously, tourism plays a vital role in supporting the psychological well-being of war-affected populations by enhancing resilience and reducing PTSD

**Original Research Article**

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symptoms, anxiety, depression, sleep disorders, and aggressive behaviour. Developed *Complex Model of the Impact of Tourism on Community Recovery after Traumatic Events* illustrates the integration of economic and mental health benefits leveraged by tourism and impacting human capital development. The paper presents a comprehensive conceptual model of tourism's impact on community recovery. *Conclusions.* Tourism can serve as a strategic instrument for Ukraine's integrated recovery. Tourism simultaneously fosters economic development and mental resilience and offers immediate and long-term benefits. The paper recommends targeted initiatives to develop therapeutic, nature-based, and memorial tourism programs as part of Ukraine's reconstruction strategy.

**Keywords:** tourism, mental health, economic recovery, resilience, PTSD, Ukraine, veteran tours.

## Introduction

**The problem formulation.** The military conflict in Ukraine, which began in 2014 with the annexation of Crimea and the outbreak of hostilities in the Donetsk and Luhansk regions, escalated into a full-scale war affecting the entire territory of the country in February 2022. Over a decade of continuous and intensifying conflict has resulted in catastrophic losses to Ukraine's infrastructure, economy, and human capital. According to an official statement from the Prime Minister of Ukraine, the cultural and tourism sectors alone have suffered an estimated \$19.6 billion in damages and lost revenue (Ukrinform, 2024). These material losses, while staggering, are only part of the broader devastation the war has wrought.

Perhaps more insidious is the long-term psychological trauma experienced by the Ukrainian population. Prolonged exposure to war, displacement, and instability has deeply impacted national mental health. Surveys conducted by Gradus Research in 2022, 2023, and 2024 reveal a disturbing trend: the proportion of Ukrainians experiencing high levels of stress, anxiety, and emotional exhaustion has increased from 71% in 2022 to 78% in 2024 (Gradus Research Company, 2024). These invisible injuries are expected to have lasting effects on national productivity, social cohesion, and the overall trajectory of post-war recovery.

In light of this multidimensional crisis, it becomes increasingly urgent to identify strategies that can simultaneously support economic revitalisation and psychosocial recovery. The hospitality and tourism industry – often underestimated in post-war planning – may provide a dual benefit. Prior research has shown that tourism can stimulate local economies, generate employment, and preserve

cultural identity (Backer, 2018; Elbrekht, 2017). Additionally, emerging evidence suggests that travel and recreational activities can contribute to individual and communal healing by enhancing psychological well-being, fostering social connections, and promoting a sense of normalcy and hope in post-conflict societies.

**State study of the problem.** The role of tourism in post-conflict recovery and societal well-being has been extensively examined in both economic and psychosocial domains. From an economic perspective, the Tourism-Led Growth Hypothesis (TLGH) has gained empirical validation across diverse contexts. R. Nunkoo et al. (2020) conducted a meta-regression analysis confirming the positive impact of tourism on long-term economic growth. S. Shahzad et al. (2017) corroborated these findings by demonstrating robust tourism-led development effects in top global destinations. Within the hospitality industry, hotel investment has been shown to be a significant driver of job creation and income generation (Dogru et al., 2020), with earnings growth notably higher in regions where the sector occupies a larger share of economic activity (Dogru et al., 2019).

Beyond macroeconomic gains, tourism also plays a critical role in supporting populations' mental health and resilience. Nature-based tourism and recreational therapy are increasingly recognised as mechanisms for psychological recovery. N. Lackey et al. (2021) highlighted substantial improvements in emotional well-being, cognitive function, and reductions in depression and anxiety symptoms through engagement with outdoor recreation. Complementing this, C. Picton et al. (2020) demonstrated the efficacy of nature-based therapeutic recreation programs in enhancing self-esteem and reducing mental illness symptoms. A. Littman et al. (2021) found that urban and nature hiking interventions both improved psychological outcomes among U.S. military veterans with PTSD, with nature-based programs yielding powerful effects. M. Wheeler et al. (2020) similarly confirmed that structured outdoor recreational activities significantly decreased stress, anxiety, and PTSD symptoms among veterans. C. Moore and K. Van Vliet (2022), along with K. Jensen and S. Rostovsky (2021), provided qualitative evidence supporting equine-assisted therapy and outdoor interventions as powerful tools for healing trauma among sexual assault survivors.

In a broader urban sustainability context, N. Fagerholm et al. (2022) illustrated how green infrastructure and recreational spaces enhanced community resilience in post-pandemic Nordic cities. These insights support the integration of tourism into public health and urban planning frameworks.

Community-based tourism also contributes to both cultural preservation and rural economic development. In Vietnam, P. Linh et al. (2023) showed that tourism revitalised traditional rice paper production, sustaining cultural identity and creating local employment. Marine tourism in South Asia has shown similar synergies between environmental conservation and financial growth (Li et al., 2022). At a policy level, H. Bhammar et al. (2021) proposed a sustainable recovery framework for tourism in protected areas, emphasising local engagement, biodiversity protection, and economic resilience.

Finally, the positive effects of recreational therapy are supported in educational settings as well. E. O Bray et al. (2024) documented that rock climbing programs significantly improved resilience and self-efficacy among college students, highlighting the potential transferability of these interventions to post-war youth populations.

This body of research underscores tourism's dual potential to generate economic recovery and foster mental healing, making it a promising avenue for rebuilding post-war Ukraine.

**Unresolved issues.** Despite increased attention to Ukraine's recovery and mental health crisis, several critical gaps in research and practice remain:

1. *Integrated Recovery Models:* Economic and infrastructural recovery are often treated independently from mental and psychosocial rehabilitation. This separation complicates the search for interventions that simultaneously address both dimensions.

2. *Underexplored Therapeutic Potential of Tourism:* While tourism is widely recognised as a driver of economic growth, its potential to facilitate trauma recovery for individuals and communities remains under-researched, particularly in contexts of prolonged armed conflict.

3. *Lack of Precedents in Large-Scale War Contexts:* The ongoing war in Ukraine is among the most destructive conflicts of the 21st century. Consequently, there is a scarcity of contemporary, relevant scholarship on how tourism can aid in the restoration of regions and populations experiencing such unprecedented levels of devastation and psychological trauma.

## 2. Purpose and methods

**The purpose and research tasks.** The purpose of the paper is to determine how the development of the tourism industry can contribute to the economic, social and mental recovery of Ukrainian communities during and after the full-scale war.

*Research tasks:*

- study the world experience in the use of travel and tourism activities to restore destinations and traumatised individuals and to heal communities, in accordance with the units of the third section of the article;
- analyse modern Ukrainian trends in the use of tourism and travel as an element of economic and mental well-being recovery, by the units of the third section of the article;
- provide recommendations to Ukrainian communities on applying the tourism and hospitality industry for social, economic and mental recovery, by the units of the third section of the article.

**Methodology and methods.** Methodological basis of the study – the research is grounded in Growth Pole Theory and the Tourism-Led Growth Hypothesis (TLGH), providing a dual theoretical framework that examines tourism's potential for economic revitalisation and psychosocial recovery in post-war contexts.

– *Growth Pole Theory (GPT)*, which posits that targeted investment in strategic industries can stimulate regional and national development via localised economic acceleration.

– *Tourism-Led Growth Hypothesis (TLGH)*, which argues that tourism generates long-term economic benefits through multiplier effects, job creation, and sectoral spillovers.

*Methods:* A mixed-methods approach was employed, including:

- qualitative analysis of global post-conflict tourism case studies;
- comparative analysis of regional tourism investment data;
- *expert interviews* on the implementation of mental health tourism programs in Ukraine.

**Information base.** The empirical and theoretical foundation of this research includes reports from:

- international institutions (UNWTO, UNESCO) (UNESCO, 2024);
- national tourism and cultural policy documents;
- academic studies;
- datasets from Gradus Research;
- Armed Conflict Location & Event Data (ACLED) data on the intensity of hostilities by regions of Ukraine;
- the State Agency of Ukraine on Exclusion Zone Management data;
- the State Agency on Tourism Development of Ukraine data;
- study on the mental health impact of travel and tourism activities on the mental health of Ukrainian military veterans (March–April, 2025)



### 3. Results and discussion

The hospitality and tourism industry can benefit individuals, companies, and communities. The nation and people of Ukraine may enjoy these benefits immediately and, in the future, once peace is achieved.

#### **3.1. Explore world experience in the use of travel and tourism activities to heal communities**

This study is unique in that it covers not only one component of the recovery of Ukrainian communities through the development of tourism, but considers the impact of the travel and hospitality industry as a multifactorial model that affects both the material areas of development of a particular destination (e.g., economy, infrastructure, transport) and the development of human capital, in terms of supporting the well-being of local communities that have suffered (or are suffering) traumatised during the war.

Therefore, let us consider the significant impact of tourism development on two main areas of the destination's functioning – material (economy, infrastructure, transport, etc.) and human capital development in the context of recovering and maintaining the mental health of the population affected by armed conflicts.

#### ***Positive impact of travel and tourism on mental health***

One such benefit is the ability of certain touristic activities to increase resiliency in people and communities, as stated by Lackey et al. (2021), ...positive association between nature-based recreation and mental health, including improvements in affect, cognition, restoration, and well-being, and decreases in anxiety and depression symptoms.

Therefore, something as simple as creating opportunities for engagement in outdoor recreation can help people become more resilient. The effect seems markedly stable throughout various activities, with evidence that rock-climbing programs for US college students increased resilience scores and self-efficacy (Obray et al., 2024).

Urban Nordic communities with access to green recreational spaces had more resilient outcomes post-pandemic lockdowns (Fagerholm et al., 2022). Finally, people with mental illnesses reported greater self-esteem and enhanced identity after therapeutic outdoor recreation interventions (Picton et al., 2020).

Beyond improving resiliency, *outdoor recreation* can also assist in recovery, like with war veterans who are experiencing PTSD (Post-Traumatic Stress Disorder). Two weeks after group-based outdoor recreation activities, American soldiers diagnosed with PTSD saw reductions in PTSD symptoms, depression, anxiety, and general stress and reported an increase in social functioning (Wheeler et al., 2020).

In another study with United States veterans, one group was given a 12-week urban hiking program and another a 12-week nature-based hiking program. Both groups reported a reduction in their median PTSD symptoms 12 weeks after the program was concluded, but the group that was assigned to the nature-based program enjoyed greater benefits. Recent evidence suggests that outdoor recreation can help recovery from other acute traumas as well, like helping survivors of sexual assault (Littman et al., 2021).

A narrative analysis of Canadian sexual assault survivors showed that outdoor recreation led to themes discussing increases in spiritual connections, emotional regulation, and acceptance, while also decreasing feelings of rumination and dissociation (Moore & Van Vliet, 2022). Equine therapy has also been shown to be successful at reducing trauma-related symptoms of women who are sexual assault survivors (Jensen & Rostosky, 2021).

### ***Economic benefits of travel and tourism to communities***

Beyond positive mental health outcomes for individuals, the hospitality and tourism industry can benefit communities economically. The Tourism Led Growth Hypothesis (TLGH) was recently supported in a meta-analysis, which reported a ‘large’ effect size for tourism’s impact on general economic growth (Nunkoo et al., 2020). The reported effects stemming from TLGH are that short-term effects are weaker than long-term effects, meaning the economic benefits of the industry compound over time rather than immediately present themselves. The TLGH also seems to explain larger effects when tourism industries are in their nascent stage of development or when the industry plays an outsized role in an economy (Shahzad et al., 2017), suggesting a U-shaped effect of small but quickly growing and large robust tourism sectors deliver the most pronounced economic outcomes.

More specifically, different types of investment and development of the tourism industry led to different economic results, for example, regarding job creation (Dogru et al., 2020), which was found to be highest for upscale hotels, over luxury, mid-scale, and economy properties. Wage growth was highest when the hospitality industry played a larger economic role (Dogru et al., 2019).

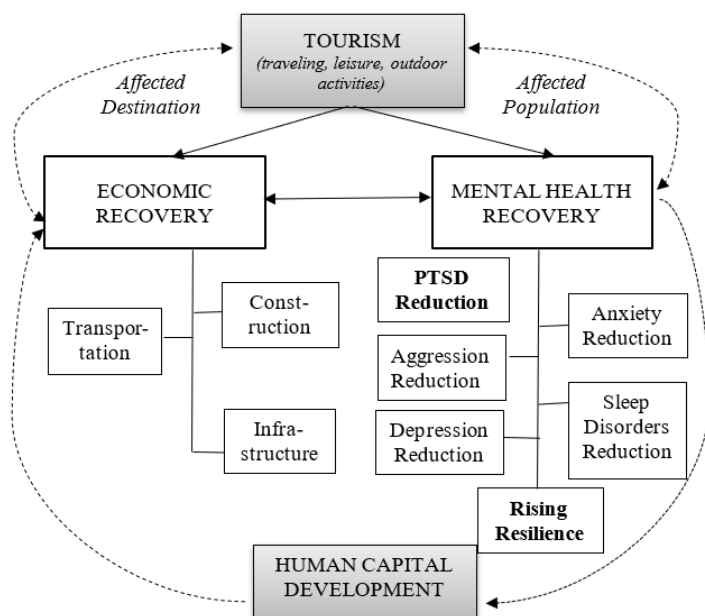
Hospitality and tourism can also provide economic incentives to help preserve special elements of culture and nature. In two community-based examples a village in Vietnam was able to create markets for a culturally significant rice paper that otherwise would have not been economic viable without tourism (Linh et al., 2023) this model was also highlighted in the documentary *The Last Tourist* (2021) in an Andean community in Peru to teach and preserve traditional textiles and dying techniques.

These two examples of community-based hospitality-focused entrepreneurship were used to learn and pass down a culturally rich practice from one generation to the next while improving a community's economic outcomes based on tourist spend.

Also, economic activity and the importance of hospitality businesses have helped protect natural areas. Marine tourism provides economic benefits for South Asian countries and helps to provide resources to protect the marine ecosystem (Li et al., 2022). Furthermore, tourism can help areas recover economically by supporting biodiversity, conservation and socio-economic development, preserving an asset that helps draw more tourist income into the area (Bhammar et al., 2021).

Furthermore, a growing trend in the United States is to convert ruins and abandoned places into parkland, that become not only community cornerstones for recreation but also draw the attention of tourist (New York City's famed Highline Park; Minneapolis' Mill Ruins Park; Houston's Buffalo Bayou Park; Minuteman Missile in South Dakota, etc.).

All these studies and positive examples allow us to build a comprehensive model of the impact of the tourism industry on community recovery after traumatic events (*Figure 1*).



**Figure 1.** Complex Model of the Impact of Tourism  
on Community Recovery after Traumatic Events  
Source: own development

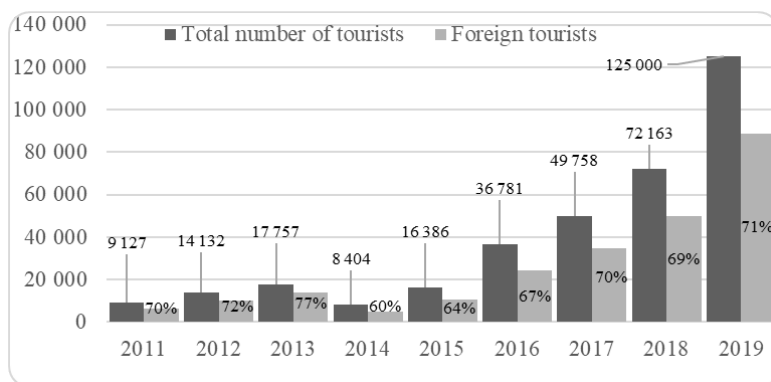
### 3.2. Modern Ukrainian trends in the use of tourism and travel as an element of mental and economic recovery

Given the challenges that Ukraine has experienced in recent decades, the tourism industry has also been forced to develop and adapt to crisis conditions of uncertainty, turbulence and adverse events, such as the Chernobyl disaster, which created a negative tourist image of the Ukrainian destination, banditry and violence of the 90s of the 20th century, revolutions and protests, the annexation of Crimea (2014), the beginning of the military conflict in Donbas (2014), and finally a full-scale war in 2022.

One of the successful examples of the economic recovery of territories through inbound tourism is the emergence and development of the Chernobyl tourism phenomenon.

#### *Case Study of Chornobyl Tourism*

Ukraine already has a successful example of how an area that survived a disaster in the past can first be turned into a geographical ‘pole’ and attraction for foreign tourists, and then leverage the increased tourist demand for the economic development of the destination and restore the mental health of local communities. Chornobyl tourism – travel to the exclusion zone, which was formed after the disaster at the Chornobyl nuclear power plant in 1986, the largest man-made disaster of the 20th century. In the last five years before the COVID-19 pandemic and then the full-scale invasion, in 2015-2019, thanks to the creation of safe conditions for tourists, targeted travel packages and promotion to targeted foreign consumer audiences, the number of tourists from all over the world increased in the Chornobyl Exclusion Zone (ChZ) on 663%, reaching 125,000 tourists in 2019 (*Figure 2*).



**Figure 2.** Dynamics of visiting the Chernobyl Zone (2011-2019)

Source: Calculated by the author using data presented by the State Agency of Ukraine on Exclusion Zone Management (n.d.)

According to a study conducted by Anna Romanova in 2019, after interviewing 1,000 visitors to ChZ, a significant 81% of foreign visitors to Ukraine were first-time travellers, with the majority (55%) citing a visit to ChZ as their primary reason for coming (Romanova, 2020).

Accordingly, the exclusivity and innovation of tours to the zone of conflict and disaster, which mainly attract millennials ("Millennials", 2017), as the primary consumers of the 'experience economy', can become a kind of 'magnet' for the first visit to a country/region, and with the appropriate strategy, they can be turned into potential visitors to other destinations within the country/region and/or consumers of other authentic tourism products other than initial tourism products attracted visitors.

The phenomenon of Chernobyl tourism confirms the theory of GPT, because ChZ has caused not only the economic recovery of the surrounding communities, the growth of employment and the filling of the budget with taxes from tourists, but also the improvement of the mental health of residents. As noted in its article by the owner of the largest tour operator 'Chernobyl Tour', which actually launched tours to ChZ, Yaroslav Yemeliyanenko: Tourism, oddly enough, is a tool for overcoming information and psychological trauma. When people began to travel to the exclusion zone, their attitude to Chernobyl began to change rapidly. In addition, the firefighters of the accident and the residents who conducted these excursions overcame their mental trauma due to communication with tourists. From the psychology of the victim to the psychology of the winner. (Kuznietsova, 2021).

One of the other modern Ukrainian trends in the use of tourist activities for the economic and psychological recovery of communities is the emergence of the so-called '*veteran tours*', namely, trips to other destinations and/or outdoor activities for rehabilitation purposes.

While veteran tours in Ukraine have not yet become a mass phenomenon, since the war is still ongoing at the time of preparing this paper, it is obvious that in the future, the tourism industry should be prepared for the mass holding of this type of activity in order to rebuild communities.

Another activity actively gaining popularity in Ukraine is memorial tourism, which involves trips to places of tragic events. Now, the target audience of this type of tourism is mainly representatives of the Ukrainian authorities and foreign diplomatic missions. The development of this type of tourism can also help Ukraine maintain a loyal attitude on the part of international partners.

### 3.3. Recommendations to Ukrainian communities on the application of the tourism and hospitality industry for social, economic and mental recovery

Developing the hospitality and tourism industry to benefit Ukraine maximally can be an important component of how the country recovers after peace. As mental health services are provided to the population, community centres that use art therapy to develop civilian skills to benefit the economy can also create tourist markets.

In this study, we have attempted to involve successful practices and theoretical basis for tourism development, described in the previous sections, for possible use in Ukraine (*Table 1*).

*Rural and agrarian communities* may also be aided by hospitality and tourism. Given these areas' bucolic nature, they may be well suited for outdoor recreation, making them prime locations to develop and preserve national assets that can enhance the quality of life for Ukrainians and draw international tourists. Nature-based trails for activities like hiking, kayaking, horseback riding, and biking can be created, and the use of augmented reality applications can enhance the experience for people. Augmented reality can link back to mental health services for recovery purposes.

As assets develop in rural areas that bring people to those communities, the hospitality value chain can become vertically integrated in those communities to maximise the benefits. An example of this would include local food production that seeks to produce local produce unique to the area. This model already exists in Ukraine, with the creation of products using the Chernobyl Exclusion Zone or minefields to create a finished agricultural product to sell to tourists (Atomik Vodka, Minefields Honey).

**Table 1.** Possible Implications of Positive Tourism Impacts in Ukraine

Success Example of Positive Tourism Impact	Possible Ukrainian Implications	Ukrainian Target Audience	Ukrainian Destinations
Nature-based recreation improves mental health and reduces anxiety and depression (Lackey et al., 2021)	Create national outdoor recreation programs for military veterans, traumatised civilians and displaced persons	Military veterans, traumatised civilians, displaced persons	Carpathian Mountains, Central Ukraine forests and Lake shores (Shatsky Lakes)

Rock climbing programs improved resilience in US college students (Obrey et al., 2024)	Establish climbing programs near mountainous or hilly terrain	Youth, university, college and high school students	Western Ukraine (e.g., Ivano-Frankivsk, Zakarpattia)
Urban green spaces increased post-pandemic resilience in Nordic cities (Fagerholm et al., 2022)	Revitalise urban parks and green infrastructure to aid community cohesion	Urban populations that suffer from night air attacks	Kyiv, Kharkiv, Dnipro, Zaporizhya
Therapeutic recreation programs improved self-esteem in people with mental illness (Picton et al., 2020)	Launch community-based therapeutic outdoor activities (walking clubs, nature therapy)	People with PTSD or other mental issues	All regions, especially war-affected towns
Outdoor recreation reduced PTSD symptoms in US veterans (Wheeler et al., 2020)	Develop veteran-focused group hiking, kayaking, and outdoor sports programs	Military veterans	Carpathian Mountains, Polissya, Podillya
Nature-based hiking is more effective for trauma recovery than urban hiking	Prioritise natural setting programs for healing and mental recovery	Military veterans, trauma survivors	Rural nature preserves across Ukraine
Outdoor recreation helped Canadian sexual assault survivors with emotional regulation (Moore & Van Vliet, 2022)	Design gender-sensitive outdoor trauma recovery camps	Sexual trauma survivors	Destinations with trauma centres (resorts) or shelters
Equine therapy supported trauma healing for sexual assault survivors (Jensen & Rostosky, 2021)	Create equine therapy centres for veterans and survivors of gender-based violence	Sexual trauma survivors	Rural areas with equestrian infrastructure (e.g., Vinnytsia, Poltava)

*Source: own development*

## **The Impact of Travel and Tourism Activities on the Mental Health of Ukrainian Veterans**

In order to better understand the needs for tourist activity of Ukrainian veterans who had returned from the front and have participated in travel and tour-



ism outdoor activities, the authors conducted a study among veterans with the information support of the Association of the Hospitality Industry of Ukraine and the VIKAR-Travel company.

The survey was conducted among 56 Ukrainian military veterans between April and May 2025. A mixed-method design was used, combining structured questionnaires and in-depth interviews. Participants included combatants from the Anti-Terrorist Operation (ATO) and full-scale invasion periods. The survey captured quantitative self-assessments of psychological indicators (anxiety, aggression, sleep quality) before and after travel and qualitative reflections on the personal meaning of travel experiences.

This study explored how travel and tourism activities affect the mental well-being of Ukrainian military veterans. Combining quantitative survey responses with qualitative interviews, the findings underscore a positive correlation between participation in touristic experiences and improvements in psychological health.

#### *Key Descriptive Insight*

*Demographics:* Most respondents were male (94,6%), aged 36 – 45 (46,4%), and had various combat experiences. Around 20% self-identified as having a disability.

*Trip Destinations:* Popular domestic destinations included the Carpathians and Podillia; international trips ranged from Italy and Spain to Egypt and Germany.

*Duration:* Most trips lasted from 7 to 14 days.

*Activities:* Veterans engaged in hiking, nature walks, excursions, swimming, sound therapy, and spa treatments. The most valued features were unstructured time in nature, autonomy, and physical wellness treatments.

#### *Reduction in Anxiety and Stress*

Veterans reported noticeable reductions in anxiety levels after travelling. Prior to the trip, the average anxiety rating was **2.8 out of 5 (where 5 is the highest scale)**, with numerous respondents indicating moderate to high levels of stress. Post-travel responses showed a significant decline, with most ratings dropping to **1 or 0**, reflecting a state of relaxation and emotional relief. This pattern supports the hypothesis that travel is a temporary buffer against chronic psychological tension.

#### *Improvement in Sleep Quality*

Among those reporting pre-trip sleep disturbances (insomnia, nightmares, or hypersomnia), 85% indicated improvements post-trip. The sleep quality index notably improved from a **baseline average of 3.2 (pre-trip) to 1.1 (post-trip)**. Participants particularly highlighted the calming influence of nature-based settings and spa-like treatments (e.g., saunas, sound therapy) in promoting restorative sleep.



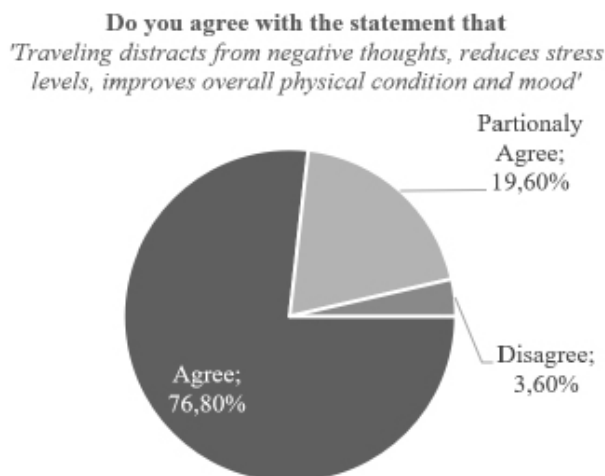
### ***Decreased Aggression***

Levels of aggressive behaviour, a common expression of unresolved trauma, showed substantial improvement. Respondents who initially rated their aggression levels between 3 and 5 (on a 5-point scale) largely reported 0 – 1 post-travel levels.

While the study did not involve a formal PTSD diagnosis, veterans who participated in therapeutic and nature-based travel activities (such as hiking, excursions, and equine-assisted relaxation) reported feeling ‘more in control’ and ‘less reactive’ after returning.

### ***Enhancement of Resilience and Mood***

**76.8% of respondents agreed with the statement that ‘Travelling distracts from negative thoughts, reduces stress levels, improves overall physical condition and mood’ (Figure 3).**



**Figure 3.** The impact of tourism and travel on the mental health of military veterans

Source: own development

Narratives collected through open-ended interview questions revealed a strong emotional response to the autonomy, movement, and sensory stimulation offered by travel. Veterans emphasised feelings of ‘freedom,’ ‘escape from routine,’ and ‘restoration of inner peace.’ Activities like hiking, swimming, sightseeing, and cultural interactions were particularly valued. The desire to continue travelling and explore new locations – within Ukraine (e.g., Carpathians, Podillia) and abroad (e.g., Italy, Germany) – was frequently expressed, signalling emotional engagement and psychological openness.

### ***Preferred Travel Features and Recommendations:***

Most veterans preferred **unstructured, nature-based environments** over formal itineraries. Desired features included opportunities for spontaneous exploration, social interaction, and gentle physical activities. Several participants noted a need for **gender-sensitive programming, mental health-linked recreational options, and opportunities for veterans to connect with each other and local communities**. Commonly cited therapeutic elements included: thermal baths, walking tours, sound healing, and moderate physical exercise.

*Preferred Additions:* Respondents requested more peer interaction, cultural immersion, and personalised therapeutic components (e.g., guided reflection, trauma-informed facilitators).

### ***Qualitative Themes from Veterans' Comments:***

- 'Freedom to move and feel alive again'
- 'I reconnected with my body and my breath'
- 'I want other veterans to feel this relief and lightness'
- 'Sleeping well again was the biggest gift of the trip'

In conclusion, the study confirms that properly designed travel experiences can offer tangible mental health benefits to veterans. The effects include **reduced anxiety and aggression, improved sleep quality, enhanced resilience, and a shift toward more positive psychological states**. These findings support policy recommendations advocating for therapeutic tourism as a component of veterans' rehabilitation programs in post-war Ukraine.

The tourism industry can thus be an integral part of Ukraine now and in the future. The industry offers multiple unique benefits to residents and international guests. The industry has the potential to help with mental health outcomes, physical health outcomes, economic development, preservation of cultural sites, and the conservation of nature.

## **4. Conclusions**

The full-scale war in Ukraine has had far-reaching impacts not only on infrastructure and the economy but also on the psychological well-being of its people. In this context, the tourism industry, often overlooked in conventional recovery strategies, emerges as a unique dual-purpose instrument—capable of simultaneously promoting economic revitalisation and contributing to the mental health recovery of communities. This paper has explored this dual impact through international case studies and empirical data gathered from Ukrainian veterans who participated in therapeutic travel activities.

Tourism development can significantly contribute to rebuilding post-war Ukraine in both material and psychosocial dimensions. Tourism acts as a growth pole on the economic front, stimulating employment, investment, infrastructure, and local entrepreneurship (Dogru et al., 2020; Dogru et al., 2019; Shahzad et al., 2017). In parallel, nature-based and therapeutic tourism activities enhance mental well-being by reducing symptoms of PTSD, anxiety, aggression, and sleep disorders, and by building personal resilience (Lackey et al., 2021; Picton et al., 2020; Wheeler et al., 2020). Ukrainian-specific examples—such as Chernobyl tourism and emerging veteran tours—illustrate how tourism can be strategically harnessed to aid individual healing and community recovery (Romanova, 2020; State Agency of Ukraine on Exclusion Zone Management, n.d.).

The survey of 56 Ukrainian military veterans demonstrated that structured travel experiences improved psychological indicators post-trip, including anxiety reduction, improved sleep quality, and enhanced mood and resilience. These outcomes underscore tourism's capacity to function as a non-clinical, yet effective mental health intervention (Lackey et al., 2021; Picton et al., 2020; Littman et al., 2021).

From the policy perspective, the findings advocate for the formal integration of tourism into Ukraine's national recovery framework. National and regional planning documents should prioritise community-based tourism programs, therapeutic recreation, and memorial and veteran tours. These efforts should be inclusive, trauma-informed, and gender-sensitive to serve diverse populations impacted by the war.

**The scientific novelty.** This study is one of the first to conceptually and empirically link tourism development to economic and mental recovery in the context of the Ukrainian conflict. It advances a comprehensive model – the Complex Model of the Impact of Tourism on Community Recovery after Traumatic Events – that illustrates how tourism can catalyse human capital development through parallel contributions to infrastructure and psychosocial healing.

**The significance of the study.** Theoretically, this research integrates Growth Pole Theory and the Tourism-Led Growth Hypothesis with trauma recovery literature, creating a new interdisciplinary lens for post-war rehabilitation. Practically, it provides evidence-based recommendations for Ukrainian policymakers, local communities, and tourism stakeholders on leveraging tourism as a strategic sector for recovery.

**Prospects for further research.** Future studies should expand the empirical base by involving a broader and more diverse set of participants across different regions of Ukraine, including internally displaced persons, civilians from heav-

ily bombed areas, and female survivors of violence. Longitudinal studies are also needed to measure therapeutic tourism's sustained psychological and economic impacts. Additionally, further investigation is warranted into how digital technologies (e.g., augmented reality in nature trails) can enhance tourism's rehabilitative effects in post-conflict settings.

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## **Quality Management in Restaurant Businesses: Theoretical Bases and Modern Methodological Approaches**

**Abstract:** *Introduction.* In modern conditions, quality management systems are actively used as an effective economic management tool. It complies with the requirements and recommendations in the ISO 9000 series of international standards and serves as a cross-cutting structural element of the overall enterprise management system. It is based on a process approach, which is implemented through planning, provision, control and continuous improvement of quality in order to achieve strategic objectives. *Purpose and methods.* The purpose of the study is to analyse methodological approaches to the quality management system, study the current state of its implementation and regulatory and legal support based on the ISO 9000 series of standards in Ukraine, focusing on quality management of service and production activities of restaurant businesses. The research process used methods of logical generalisation, a systematic approach, and systemic-structural and functional analysis. *Results.* The article investigates methodological approaches to quality management of products and services in the restaurant business based on the international standards ISO 9000 series. Based on the research results, a thorough analysis of the current regulatory framework for quality management systems in accordance with international standards ISO 9000 series in Ukraine was conducted, which became the methodological basis for the research. The theoretical foundations and practical aspects of the formation of quality management and the patterns of development of key concepts, particularly TQM, which, combined with the requirements of ISO 9000, contributed to the formation of integrated quality management systems, were analysed. The quality

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management system as an economic tool for ensuring the efficiency of enterprises was analysed, and the process aspect of its implementation was revealed. The main reasons for implementing a quality management system in restaurant businesses are identified. *Conclusions.* The ISO 9000 series of international standards form a coherent system focused on effective quality management based on key management principles. The basis for the quality management system's functioning is implementing preventive measures to prevent non-conformities in restaurant businesses' service and production processes. Compliance with ISO 9000 requirements allows companies to demonstrate their ability to provide products and services that meet consumer expectations and mandatory regulatory requirements.

**Keywords:** quality, management, quality management system, product quality, service quality, international ISO 9000 standards, methodological approach.

## 1. Introduction

**The problem formulation.** Today, Ukrainian society is undergoing profound transformational changes, which are giving rise to new challenges for the national economy. One of the key tasks is to ensure the adaptation of domestic enterprises, particularly in the restaurant business, to dynamic changes in various spheres of public life. This requires the continuous improvement of products and services in line with current requirements, which are constantly changing under the influence of socio-economic processes. In today's world, competitive advantages in the global market are gained by ensuring high product and service quality. Therefore, there is an urgent need to implement effective quality management systems to ensure the compliance of restaurant business products and services with modern consumer requirements and adaptation to socio-economic changes. Ensuring the competitiveness of domestic enterprises in this area is impossible without a systematic approach to quality control of products and services, technological processes, service improvement and constant monitoring of consumer expectations. Given this, quality management in the restaurant industry is seen not only as a tool for improving efficiency, but also as a strategic factor for the successful development of enterprises in the context of globalisation and integration into the European space.

The ISO 9000 series of international standards has formed a unified approach to developing and evaluating quality management systems, which is recognised by most countries worldwide. They have also established clear product and service interaction rules between producers and consumers. In this context, the strategic development direction for Ukrainian economic entities operating



in the goods and services market is to achieve European quality standards in the organisation of service and production processes. Implementing a quality management system based on the international standards of the ISO 9000 series is an important mechanism for quality management in producing food products and providing services. The implementation of a product and service quality management system in Ukraine, based on compliance with the requirements and guidelines of the ISO 9000 series of international standards, is an effective economic tool for the implementation of service and production activities at an enterprise for the creation of high-quality food products and services.

It is becoming clear that the primary goal of all stakeholders in the production and sale of food products is to ensure a high level of quality, taking into account external and internal influences on service and production activities and the logistics processes of product delivery to consumers. In this regard, a process approach and risk-oriented thinking are considered scientifically sound means of solving problems in quality management.

**State study of the problem.** Scientific developments by foreign experts in the field of quality management have significantly influenced both the theoretical foundations and practical aspects of building quality management systems. The models they developed became the basis for the formation of modern management concepts, which, in turn, contributed to the creation of integrated systems based on the combination and adaptation of different approaches and models of quality management. Fundamental ideas about the essence of quality, the specifics and problems of quality management of products and services, the basics of approaches to understanding quality and its management, as well as the principles for creating and implementing effective quality management systems were formed in the scientific works of leading foreign scientists, in particular E. Deming, A. Feigenbaum, F. Crosby and others, whose contributions have significantly influenced the development of this scientific field. F. Crosby defines quality as conformity to requirements, emphasising its close connection with specified standards and expectations. According to E. Deming, quality is achieving excellence that meets market demands (Rusavska & Taran, 2021). In turn, A. Feigenbaum (1999) considers quality to be the totality of market, technical, production and operational characteristics of products or services that ensure compliance with consumer expectations during use. The theoretical approaches proposed by these scientists have become the classic foundation for further developing modern quality management concepts. These issues are fragmentarily covered in the works of Ukrainian scientists O. Davydova

(2018), S. Melnychuk, O. Borovykov and L. Bal-Prylypko (Melnychuk et al., 2012), V. Rusavska (2018b; Rusavska et al., 2021), V. Rusavska and S. Neilenko (2022). The issue of quality management is the subject of research by several Ukrainian scientists, S. Bondarenko (2022), O. Davydova and I. Pysarevskyi (2012), K. Demchenko (2023), V. Zavalniuk (2013), I. Markina, I. Potapiuk and D. Moshenets (Markina et al. 2018), V. Postova (2022).

**Unresolved issues.** Despite significant scientific achievements by both foreign and Ukrainian scientists in the field of quality management, it should be noted that the problem of ensuring high quality of products and services in restaurant establishments through the introduction of modern quality management systems, taking into account the specifics of the functioning of market participants, remains insufficiently studied. This necessitates further theoretical justification, methodological improvement and practical research in this area.

## **2. Purpose and methods**

**The purpose and research tasks.** The study aims to conduct a comprehensive theoretical and methodological analysis of the quality management system based on the ISO 9000 series of international standards requirements. Particular attention is paid to the study of methodological approaches to quality management, the assessment of the modern concept of its implementation by the principles of ISO 9000, as well as the determination of the effectiveness of this system as a tool for ensuring effective management of service and production activities of market participants in the production and services. To achieve this goal, the research aims to accomplish the following tasks: to identify the reasons that determine the need to implement a quality management system at enterprises; to investigate key concepts, reveal the essence, purpose, requirements and recommendations of the quality management system under the international standards of the ISO 9000 series in the conditions of the Ukrainian economy; to determine promising directions for the development of quality management in the context of modern transformational challenges.

**Methodology and methods.** The methodological basis of the research is formed by scientific concepts of leading foreign scientists who have developed theoretical and applied approaches to quality management, as well as significant theoretical developments of Ukrainian scientists devoted to implementing quality management systems in domestic conditions. The research pays particular attention to the regulatory and legal aspects of quality management systems, particularly in the context of adaptation and implementation of the ISO 9000

series of international standards requirements. This methodological basis has made it possible to form a comprehensive approach to the analysis of modern challenges and prospects for developing a quality management system in the restaurant industry of Ukraine. The following methods were used in the research: logical generalisation method – to determine the essence of the quality management system and clarify key concepts in the field of quality; system approach and system-structural analysis – to systematise concepts for the development of a quality management system, as well as to analyse its functioning in the field of products and services by the requirements of the ISO 9000 series of international standards; functional analysis – when adapting the implementation of a quality management system in restaurant businesses in the changing conditions of the modern market.

**Information base.** The research's information base consists of foreign scientists' scientific works, which highlight the theoretical foundations and practical aspects of quality management, as well as the experience of Ukrainian scientists regarding implementing quality management systems in the national economy. A special place is occupied by regulatory and legal documents that regulate the functioning of quality management systems by the international standards ISO 9000 series requirements. Such an information base ensured the depth and comprehensiveness of the research, allowing for the analysis of existing approaches and the identification of priority areas for improving the quality management system in the restaurant business.

### **3. Results and discussion**

3.1. Formation of an effective quality management system. In today's global market for products and services, there is a steady trend towards integration into global, particularly European, economic structures. This necessitates market operators to introduce innovative technologies in food production and service organisation, ensure high service quality, and improve service and production activities. Achieving these goals is possible thanks to implementing effective quality management systems built under the requirements of the ISO 9000 series of international standards.

The decisive factor in this process is the focus on maximum customer satisfaction, which is currently the key criterion for setting high standards for product and service quality at the international level. Therefore, to ensure the competitiveness of restaurant establishments in Ukraine, it is necessary to introduce quality management systems adapted to international standards. The practice

of leading countries shows that businesses that integrate modern quality management models gain significant competitive advantages in the global market. In modern conditions, a quality management system is seen as an effective tool for improving the efficiency of service and production processes, based on the principles and requirements defined by the ISO 9000 series of international standards. International experience shows that the effectiveness of such systems depends mainly on the existence of an appropriate regulatory framework that regulates product and service quality requirements at the state level (Parkhomenko, 2010, p. 344).

Therefore, an objective is needed to develop, justify and implement methodological approaches to strategic quality management that consider economic, social and environmental aspects and include several management measures to determine further directions for quality improvement (Bondarenko, 2022). Such an integrated approach allows for forming a comprehensive management system focused on meeting current consumer needs and the enterprise's long-term development, considering the principles of sustainability. Effective strategic quality management requires a systematic assessment of the enterprise's internal potential, analysis of the external environment, forecasting changes in consumer expectations, and using risk management tools. Implementing such approaches in the restaurant business creates conditions for ensuring the competitiveness of the enterprise, which will be able to quickly adapt to market challenges and ensure stable quality of products and services under international standards.

The formation of effective strategic quality management requires a comprehensive analysis of international experience in quality improvement programmes, as well as a detailed study of the current regulatory framework and the specifics of state regulation in the field of quality management in Ukraine (Rusavska, 2018b, pp. 119–120). This approach allows for the adaptation of best international practices to domestic conditions. It creates the conditions for forming and implementing an effective quality management system that will meet the modern requirements of the global market and promote Ukraine's integration into the international economic space. In such conditions, the effective functioning of restaurant businesses requires the availability of appropriate resources and clearly defined processes and well-established mechanisms for their interaction, emphasising the importance of creating a modern integrated quality management system (Batchenko et al., 2020, p. 15). Building such a system ensures the consistency of management actions, optimises production and service

processes, and improves the enterprise's ability to respond quickly to changes in the external environment and consumer needs.

3.2. Theoretical foundations and practical aspects of quality management. The theory and practice of quality management in its historical development have undergone several stages, each characterised by specific features and formation patterns. The main objectives set by well-known quality management concepts were to improve the quality of products and services, ensure a rapid response to changes in the market environment, achieve optimal economic results, and solve the problem of increasing the competitiveness of enterprises where quality plays a key role (Rusavska & Taran, 2021). These tasks remain relevant today, while expanding with new requirements related to integrating global standards, introducing innovative technologies, and growing consumer demands. In the 1960s, American quality control expert A. Feigenbaum developed the concept of total quality management (TQM) (Feigenbaum, 1999), which quickly gained widespread worldwide recognition. The concept of TQM (Total Quality Management) became a new philosophy of quality management in enterprises, based on a comprehensive and systematic approach to controlling and improving the quality of products and services. It involves all departments and levels of the enterprise in continuously improving processes, focusing on consumer needs and integrating quality into all aspects of the enterprise's activities. The key provision of the TQM concept is the idea of quality management covering all stages of production and all levels of the enterprise's management hierarchy, including technical, economic, organisational and social aspects of its activities. As O. Davydova (2018, p. 151) notes, 'Total quality management is a management style that establishes a new management culture.' The TQM concept aims to achieve sustainable long-term success through continuous quality improvement, which is implemented through systematic analysis of performance results and appropriate process adjustments. It is focused on striving for zero defects, optimising non-production costs, increasing competitiveness and gaining the trust of all stakeholders. With this in mind, it is becoming increasingly important for management bodies to adhere to TQM (Total Quality Management) principles, which form the basis of the ISO series of international standards (Melnichuk & Borovikov, 2012, p. 210). Implementing these principles allows for forming a systematic and integrated approach to quality assurance that meets modern market requirements and promotes the sustainable development of enterprises.

Implementing quality assurance systems under international ISO standards began in the late 1980s. It confirmed the transition to a new quality management methodology based on standardised principles of effectiveness and efficiency of management processes. The ISO 9000 series of standards has become a universal benchmark for companies in various industries, as it contains clearly defined requirements for quality management systems that promote trust in products and services at the international level (Davydova & Pysarevskyi, 2012, p. 125). These standards guarantee that processes within an enterprise are transparent, controllable and aimed at continuous improvement. They have become critical in the restaurant business, where the quality of products and services is a critical component of customer satisfaction and the formation of a company's reputation. Therefore, implementing ISO 9000 series standards allows for the optimisation of internal processes and increased competitiveness of establishments.

At the beginning of the 21st century, there is a clear trend towards developing integrated quality management systems due to the need to coordinate the functioning of all elements of an enterprise within a single management model. This approach combines the quality management system with other functional subsystems – environmental, financial, human resources, information and production management – to achieve comprehensive efficiency (Rusavska & Taran, 2021). The development of integrated systems demonstrates the desire of enterprises, particularly in the restaurant industry, not only to comply with international standards but also to form an internal culture of quality focused on long-term development. Integrating the quality management system into the overall enterprise management system allows for more efficient use of resources, reduces duplication of processes, increases the transparency of management decisions and strengthens competitive positions in the market. This development direction is becoming an important condition for forming a modern quality management system capable of quickly adapting to dynamic changes in the market environment.

**3.3 Regulatory aspect.** The modern product and service quality management system cannot function effectively without proper regulatory support. The regulatory framework is the foundation for forming, implementing and maintaining quality management systems at all levels of economic activity. It defines mandatory requirements for the quality of products and services and the responsibility of economic entities for non-compliance with established standards. In Ukraine, quality management systems are regulated nationally and internationally by harmonising domestic legislation with European Union and ISO 9000



international standards. Improving the quality of enterprise operations in line with the requirements of the ISO 9000 series of international standards is carried out, taking into account industry specifics. It is based on systematically generalising theoretical provisions and practical experience in quality management (Rusavska, 2018b, pp. 117–118).

Improving quality management systems requires internal optimisation of processes and strict compliance with current legislation. In particular, in Ukraine, the regulatory framework in the quality field is governed by several legislative and regulatory acts, among which the adapted national and international ISO 9000 series standards play a key role. The ISO 9000 series of international standards has become the basis for forming a unified approach to developing, operating and evaluating quality management systems, ensuring uniform rules for interaction between producers and consumers of products and services (Postova, 2022). They clearly defined the general principles and requirements that enterprises must comply with to ensure quality at all stages of their activities. Despite the constant growth of quality requirements at the international level, the methodological approaches in the ISO 9000 series of standards have proven their ability to adapt to change while remaining an effective management tool. Their versatility, flexibility and process orientation have made these standards popular among enterprises in various industries and convenient for independent assessment of quality management systems by other interested parties (Davydova & Pysarevskyi, 2012, p. 200). This has contributed to the spread of ISO standards at both the global and national levels, including the restaurant industry, which is increasingly integrating international requirements into its practices.

Thus, the ISO 9000 series of international standards, adapted to the national legislation of Ukraine, constitutes a reliable regulatory and methodological basis for the formation and effective functioning of quality management systems in restaurant establishments. Their integration into production and service processes ensures compliance with established quality requirements and fosters a culture of quality based on transparency, responsibility and customer focus. Quality assurance by international standards helps to strengthen trust in restaurant businesses, increase their competitiveness in domestic and foreign markets, and create a basis for the further implementation of standards, particularly in food safety.

Currently, food product and service quality management systems are implemented based on international standards that have been adapted and approved as national regulatory documents in Ukraine. These include DSTU ISO 9000:2015 ‘Quality management systems. Fundamentals and vocabulary’,

DSTU ISO 9001:2015, 'Quality management systems. Requirements', and DSTU ISO 9004:2001 'Quality management systems. Guidelines for performance improvements' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a, 2016b; Derzhstandart Ukrainy, 2001). These standards form the basis for building effective quality management systems that ensure the compliance of products and services with modern international requirements.

For a deeper understanding of the essence of the quality management system, it is important to familiarise yourself with the basic terminology used in this field. The Ukrainian State Standard DSTU ISO 9000:2015 'Quality management systems. Fundamentals and vocabulary' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a) defines the key concepts underlying quality management systems: 'Quality management' means management focused on quality; 'management system' means a set of interrelated or interacting elements that form policies, set objectives and determine processes to achieve these objectives; 'quality management system' means the part of a management system that deals with quality; 'quality' means the degree to which the totality of characteristics of an object satisfies established requirements; grade – a category or rank assigned to different requirements for an object that have the same functional purpose.'

The introductory provisions of the quality management system, as well as the terminology and identification of key concepts in the field of quality, are set out in DSTU ISO 9000:2015, form the fundamental basis for a correct understanding of the structure and functioning of quality management systems, where a structured quality management system is proposed, combining fundamental concepts, principles and processes aimed at the effective achievement of organisational objectives. This approach is universal and can be applied to any enterprise regardless of its size, type of activity or business model, making it particularly relevant for enterprises in various industries, including the restaurant business (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). This standard is the basis for the entire ISO 9000 series and covers aspects such as quality management principles, key processes and necessary resources.

Therefore, a basic understanding of the key terms, principles and processes set out in DSTU ISO 9000:2015 is a prerequisite for the successful implementation of a quality management system and provides a common methodological platform that allows enterprises of various forms and sizes to effectively organ-



ise their activities, focusing on achieving high quality standards and satisfying customer needs.

3.4. Scientific discourse. In modern scientific discourse and practical activities, there are a variety of approaches to interpreting the concept of 'quality'. In general, quality is defined as the degree of conformity of a set of characteristics of products or services to established requirements, which include predefined consumer needs and expectations that are formalised and mandatory (Zavalniuk, 2013). At the same time, quality is not limited to a set of specific properties that distinguish a product or service from similar ones on the market. However, it is considered a set of characteristics that can best satisfy the needs and expectations of consumers (Rusavska, 2018b, p. 118). It is a multifaceted concept that can be viewed from philosophical, social, technical, legal and economic aspects. Accordingly, quality is a complex category encompassing many important characteristics and parameters for producers and consumers (Davydova & Pysarevskyi, 2012, p. 9). Such a multifaceted approach to understanding quality forms the basis for further research and practical implementation of quality management systems aimed at improving the efficiency of enterprises in various industries, particularly in the restaurant business.

In the context of the functioning of restaurant establishments, a clear distinction between the concepts of 'products' and 'services' is of particular importance, as they are key elements in the quality management system. According to DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), a product results from an enterprise's activity that can be created without mandatory business interaction between the manufacturer and the customer. The dominant feature of a product is its material nature. In contrast, a service, according to DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), is interpreted as a result that necessarily involves the performance of a specific type of activity between an enterprise and a customer. Services are usually intangible, and the consumer's experience and feelings during the interaction are the primary criterion for their perception. In the restaurant business, these two concepts are closely interrelated: the consumer receives a tangible component in the form of a finished culinary dish (product) and an intangible component in the form of service, atmosphere, and service interaction (service). This combination requires a comprehensive approach to quality assurance that considers the characteristics of both the tangible and intangible results of the establishment's activities. In this

regard, an important aspect of the quality management system in restaurant businesses is taking into account the consumer's perception of quality, which is formed not only based on the physical characteristics of the product, such as taste, appearance, and serving temperature, but also depends to a large extent on intangible components of the service, which include the level of service, professionalism of staff, comfort and atmosphere in the establishment, speed of response to orders, emotional support, etc.

Thus, quality becomes integrated, involving objective (technical and technological) indicators and subjective (emotional) consumer perceptions. This requires the restaurant to clearly define all internal processes and continuously improve and meet consumer expectations, which corresponds to the modern requirements of the ISO 9000 standards.

**3.5. Quality management systems.** Quality management systems are an important tool for an enterprise's strategic management, ensuring stable product and service quality, meeting consumer expectations and achieving competitive advantages. In international practice, a quality management system is seen as a set of interrelated management elements that work within a company to shape quality policy, set goals, and manage processes and resources to achieve them. In the restaurant business, implementing such a system allows for the formalisation of internal processes, ensures quality control at all stages from raw material supply to customer service, and achieves a consistent level of service that meets international standards.

The basis of an effective quality management system is implementing a set of preventive measures to prevent non-conformities in the service and production processes of restaurant businesses, both in the current time and in the long term. This approach minimises the risks of quality loss, reduced customer satisfaction and damage to the company's reputation. Within the terminology of DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), the concept of 'conformity' is defined as the fulfilment of a specified requirement, while 'nonconformity' is interpreted as the failure to fulfil a requirement, in particular one related to the intended or actual use of a product or service. Applying these definitions in the restaurant business allows enterprises to systematically identify, analyse and eliminate deviations from standards established by internal procedures and regulatory documents. It is the systematic control of the conformity of processes and results of activities that ensures constant quality stability and timely adaptation to changes in the external environment or consumer requirements. The preventive component of quality management is implemented by

introducing tools such as audits, critical point monitoring, risk management, customer satisfaction assessment, non-conformity analysis and corrective actions that form a continuous improvement process.

By the provisions of DSTU ISO 9000: 2015, a quality management system is understood as a set of actions by which an organisation determines its objectives, identifies the processes and resources necessary to achieve the desired results, and manages their interaction in order to create value for interested parties (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). This understanding of a quality management system requires a precise formulation of quality policy and the establishment of appropriate objectives, the implementation of a process approach, and consistent planning, provision, monitoring and continuous improvement of quality at all stages of the enterprise's operations (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a). Given this, a product and service quality management system based on the ISO 9000 series of international standards should be based on an integrated approach that includes: organisational structures that define the hierarchy of responsibilities and authorities; standardised procedures that ensure consistency and control of operations; processes implemented at all stages: from the production, storage and sale of food products to the provision of services; resources, including material and technical resources, human resources and financial resources necessary for the stable functioning of the system. Thus, the quality management system emerges as a comprehensive, adaptive mechanism that allows restaurant businesses to ensure compliance with international requirements and improve the overall performance of their activities.

The next stage in developing quality management systems is the implementation of DSTU ISO 9001:2015 'Quality management systems. Requirements' (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b), which specifies specific requirements for companies engaged in the manufacture, sale and provision of services, to demonstrate their ability to consistently provide quality that meets customer needs and mandatory regulatory requirements. This standard is focused not only on formal compliance with requirements, but above all on improving the quality management system's effectiveness in customer satisfaction, continuous improvement and increased competitiveness. For catering establishments, ISO 9001:2015 opens up opportunities to systematically evaluate and improve

processes: from raw material procurement, food preparation and service to customer satisfaction analysis and strategic planning.

A key feature of this standard (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) is the application of a process approach that integrates: the PDCA (Plan-Do-Check-Act) cycle as a basic management model that involves planning actions, implementation, control of results and corrective measures; risk-oriented thinking. Risk-based thinking is a fundamental principle of modern quality management systems, the essence of which lies in the systematic identification, analysis, evaluation and response to risks that may affect the quality of products, services and the ability of an organisation to achieve its objectives. Risk-oriented thinking helps restaurant establishments not only to anticipate and minimise threats, but also to improve process stability, customer satisfaction and overall operational efficiency. This thinking is integrated into all levels of management, from strategic planning to staff operational activities. This approach not only prevents non-compliance but also leverages opportunities for improvement.

The DSTU ISO 9001:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) standard coordinates and integrates the terminology set out in DSTU ISO 9000: 2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a), providing a comprehensive view of the quality management system as a consistent interaction of planning, assurance, control and improvement of quality. In this context, the key concept is quality planning, a component of quality management that involves setting clearly defined quality objectives and determining the operational processes and resources necessary to achieve them. In the restaurant business, this may include standardising recipes, assigning staff responsibilities and defining criteria for evaluating service quality. Quality assurance is aimed at creating confidence that established requirements will be met. This may include monitoring compliance with technological charts, hygiene requirements and sanitary standards, or implementing internal service quality audits in restaurants. Quality improvement refers to the continuous improvement of processes and the ability to meet requirements. This is achieved through innovation, staff training, customer feedback, complaint analysis and equipment upgrades. Corrective action is implemented in response to identified non-conformities to eliminate their causes and prevent recurrence. For example, identifying a problem with delays in serv-

ing meals may lead to changes in the logistics of the production process or the reorganisation of staff shifts.

Thus, the DSTU ISO 9001:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016b) standard forms a systematic approach encompassing a strategic vision of quality and operational activities to achieve stable business performance. In the restaurant business, this allows quality to become a key tool for successful competition, ensuring consumer confidence and long-term market stability.

The primary purpose of implementing a quality management system in accordance with international standards in the restaurant business is to identify deviations from established quality indicators, which are considered normative in the production and service process. An important tool in this context is process modelling, which involves building a logical diagram of the relationships between all key stages of service delivery: from the supply of raw materials and food preparation to customer service. This approach makes it possible to visualise workflows, identify critical control points, assess potential risks and develop effective measures to improve quality. Process modelling is the basis for making management decisions to eliminate identified non-conformities. This allows the company to respond quickly to changes in market conditions, maintain the stability of technological processes and ensure that the results of its activities meet consumer expectations (Huts et al., 2019).

The awareness of restaurant businesses of the need for continuous improvement in the quality of products and services is primarily determined by external factors such as market saturation, rising living standards and growing consumer demands and expectations. In today's environment, consumers are becoming increasingly discerning, informed, and demanding regarding product and service quality, value, and safety (Markina et al., 2018, p. 192). In this regard, restaurant establishments that implement modern approaches to quality management form a strategic orientation towards customer satisfaction as their primary goal. This approach involves a systematic analysis of customer requirements and expectations, identification of key processes that affect the quality of products and services, and effective management of these processes, particularly at the supply, storage, preparation, serving, and service stages. The implementation of an effective quality management system in the restaurant business contributes to the overall efficiency of the enterprise, improves the quality of products and services, and optimises business processes that directly affect the level of competitiveness and the formation of a positive image of market operators in

the minds of consumers. The higher the efficiency of the quality management system, the stronger the enterprise's market position, and the quality of products and services becomes a key strategic resource.

In modern economic conditions, quality management systems are increasingly used as an effective economic tool to ensure that a company's activities comply with international requirements set out in the ISO 9000 series of standards. According to the latter, a quality management system is based on an integrated structure that includes fundamental concepts, principles, processes and resources necessary to achieve a stable product and service quality level. A quality management system built on this basis is a cross-cutting element of the enterprise management system. It permeates all levels of management activity, ensures consistency of actions and allows for the effective implementation of modern quality management principles that underlie the latest concepts of strategic enterprise development (Rusavska & Neilenko, 2022, p. 156).

The effectiveness of an enterprise's activities, as the ratio between the results achieved and the resources used, is intended to quantitatively and qualitatively assess economic processes and the achievement of high-quality indicators relative to competing enterprises (Demchenko, 2023). Methodological recommendations for achieving higher efficiency and effectiveness of quality management systems are set out in the state standard DSTU ISO 9004:2001 'Quality management systems. Guidelines for performance improvements' (Derzhstandart Ukrainy, 2001). These provisions are addressed to enterprises whose management is focused on strategic development, continuous improvement of activities and transformation of business processes to increase competitiveness. The ISO 9001 and ISO 9004 standards, which regulate requirements and guidelines in the quality field, are conceptually consistent, structurally compatible and can be applied separately or in combination to form integrated quality management systems.

The standards analysed form a coherent series focused on effective quality management based on fundamental principles of quality management. These principles – customer focus, leadership, employee involvement, process approach, continuous improvement, fact-based decision making, and relationship management – form the methodological basis of the ISO 9000 series of standards. Their consistent implementation in business activities contributes to achieving competitive advantages and sustainable development. The introduction of quality management principles enables organisations to respond effectively to the challenges of today's dynamic environment, which has undergone



significant transformations under the influence of globalisation, technological changes and a rethinking of knowledge as a key resource for development. As stated in DSTU ISO 9000:2015 (Ukrainian Scientific Research and Training Center for Standardization, Certification and Quality Problems, 2016a): ‘Success can be achieved through the implementation and updating of a quality management system aimed at continuous improvement of the effectiveness and efficiency of quality management along with other aspects of management.’

Quality management systems based on the fundamental concepts, principles, processes and resources defined by the ISO 9000 international standards are among the most effective. They enable organisations to achieve their strategic objectives regardless of size, industry or business model. Global practice in improving the quality of products and services is based on a balanced combination of all components of the enterprise management system.

The ISO 9000 series of standards is universal and widely used in all manufacturing and service industries as a modern concept of quality management. The quality management system integrates all management functions that affect quality assurance and improvement into a single coherent structure. Its implementation facilitates the coordination of all processes related to analytical research, the development and implementation of new technologies, the provision of a high level of service and the improvement of production efficiency.

Methodological approaches to quality management based on the implementation of international standards ISO 9000 series ensure effective management of service and production activities of market participants in the production and service sectors. In the context of service and production activities, particularly in restaurants, such approaches make it possible to structure management processes by recognised international standards, ensure transparency and reproducibility of operations, establish a feedback system, and identify and eliminate deviations early. The application of ISO methodology also allows for the introduction of monitoring of key quality indicators, effective risk management through identifying potential quality threats at an early stage, analysis of their impact and the development of preventive measures, and ensuring continuous improvement in all aspects of operations. Applying these approaches in the restaurant business contributes to improving the quality of products and services, which, in turn, is one of the key areas of strategic development for companies in this industry and increases their competitiveness. At the same time, implementing the principle of continuous improvement, which is fundamental to ISO, enables companies to develop a management system based on data, experience

and feedback. This contributes to improving the quality of products or services and overall operational efficiency, cost optimisation, staff development, and forming a long-term reputational advantage in the market.

In addition, methodological approaches based on ISO 9000, as a systematic approach to quality management embedded in the ISO 9000 series of standards, ensure the integration of training, motivation and professional development processes for personnel as an important resource for ensuring stable quality. Employee participation in decision-making, performance evaluation and the formulation of suggestions for improvement stimulates team responsibility for results and increases staff commitment. This approach contributes to creating a quality-oriented internal organisational culture where all participants in the process are aware of their role in achieving strategic goals. As a result, the company receives not only short-term benefits in the form of resource optimisation and product improvement, but also long-term benefits in the form of strengthening its competitive position and expanding its market presence. In today's unstable business environment, such advantages are crucial for ensuring the sustainable development of a company in the face of global challenges.

In the modern concept of quality management, considerable attention is paid to the social aspect, which involves mobilising staff to achieve common goals and implement the restaurant's development strategy. This is achieved by forming a unified direction of action consistent with the vision and mission of the enterprise. One of the key factors in forming competitive advantages in a dynamic market is the ability of an enterprise to implement innovations and adapt to changes quickly. The desire for continuous development, updating of knowledge and its practical application allows restaurant businesses to meet market requirements, combine practical experience with theoretical developments and ensure systematic improvement of the quality of products and services (Rusavska, 2018a, p. 74).

At the same time, the methodological tools of the product and service quality management system in the restaurant business in Ukraine are at the stage of active development and gradual improvement. Domestic service enterprises are increasingly focusing on the requirements and guidelines of international standards in the field of quality assurance, which form a closed management cycle. This cycle includes identifying consumer needs, satisfying them effectively, continuously improving the quality of products and services, and increasing the competitiveness of enterprises in a dynamic market environment.



## **4. Conclusions**

The research conducted by the set purpose allows us to draw the following conclusions:

1. A quality management system is an effective economic tool that provides a structured and consistent approach to controlling and improving the quality of products and services. It is based on a conceptual framework that includes key concepts, principles, processes, and resources related to quality, and at the same time, it is integrated into the overall enterprise management system as its cross-cutting structural element. This systematic approach enables the enterprise to ensure operational stability, improve customer satisfaction and enhance its competitiveness.

2. The application of a methodological approach to quality management based on the ISO 9000 series of international standards requirements, particularly in restaurant businesses, contributes to forming an effective quality management system that meets the modern challenges of a dynamic and globalised market environment. This approach not only supports the sustainability of operational activities but is also identified as one of the key strategic vectors for the development of market operators.

3. Modern concepts of quality management are formed considering current trends in the development of the services market, the high dynamics of changes in consumer expectations and growing demands on the efficiency of management processes. Their methodological basis is the ISO 9000 series of international standards, which, thanks to their versatility and structural flexibility, have found wide application in both manufacturing and service industries.

4. In modern conditions, ensuring effective quality management at enterprises by complying with the requirements of the ISO 9000 series of international standards, which cover a wide range of methodological approaches to the organisation of management processes aimed at improving the quality of products and services, minimising risks and ensuring a sustainable competitive position, is becoming a priority. Using these standards is the most widespread and appropriate practice among domestic enterprises seeking to meet international requirements and market expectations.

5. Given global market trends and the current level of product quality assurance by Ukrainian operators, it can be argued that enterprises are increasingly aware of the importance of implementing effective quality management systems.

There is a growing focus on service and production activities based on the principles and requirements of the ISO 9000 international standards. This indi-

cates a gradual integration into the global quality space and a desire to increase competitiveness in domestic and foreign markets.

**Scientific novelty.** The research substantiates the relevance of the methodological approach to quality management based on the requirements of the ISO 9000 series of international standards. The proposed approach is considered an effective economic management tool that meets the modern conditions of restaurant businesses and satisfies the need for improving quality management systems.

**Significance of the study.** The practical significance of the results obtained lies in the possibility of using the proposed theoretical provisions as a basis for developing, adapting and implementing quality management systems in restaurant businesses. This will strengthen internal control, optimise processes and improve the quality of products and services.

**Prospects for further research.** Further research should be focused on a comprehensive analysis of problems arising in implementing and operating quality management systems based on the international standards ISO 9000 series in combination with food safety management systems in accordance with the requirements of DSTU ISO 22000:2019. Such integration is essential for restaurant businesses, where quality assurance is closely linked to compliance with sanitary and hygiene requirements and risk management.

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## **Concept of Cultural Practices in the Context of Social and Cultural Activities Management**

**Introduction.** In the modern scientific discourse, there is a growing scientific interest in the conceptualisation of cultural practices, and the importance of researching the phenomenon of established (traditional) and innovative cultural practices in various spheres of public life is emphasised. This article aims to study cultural practices as cultural phenomena of people's socio-cultural existence and key factors in managing socio-cultural activities. *Purpose and methods.* The purpose of the article is to provide the general scientific methods of formal logic (deduction, induction, analogy, synthesis), the method of analysing the opinions of scientists from different countries on several aspects of the problem under discussion, as well as the socio-cultural method to define cultural practices as a socio-cultural phenomenon.

*Results.* It is noted that the concept of 'cultural practices' is a theoretical reflection of the foundation of the socio-cultural existence of humankind. The author's definition of 'cultural practices' is proposed as an integral system of interactions and communications between individual and collective social actors, a specific field of cultural events that reproduce and produce social (cultural) reality in the private and public spheres. The article analyses some features of cultural practices of Ukrainian citizens based on the data of sociological studies conducted by the Institute of Sociology of the National Academy of Sciences of Ukraine in 1992-2024 and a comprehensive sociological study on the topic: 'Cultural Practices of the Ukrainian Population in the Context of War', conducted with the financial support of the Ukrainian Cultural Foundation in 2023.

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The scientific novelty of the article lies in its identification of the specific features of cultural practices in the dimension of cultural and leisure practices and cultural consumption practices in the context of the management of socio-cultural activities. The authors emphasise the need for further development of conceptual and methodological approaches to studying cultural practices in the dimension of cultural and leisure practices and cultural consumption practices in traditional and innovative (immersive) forms in the context of management of socio-cultural activities.

**Keywords:** culture, cultural practices, individualisation, virtualisation, management of socio-cultural activities.

## 1. Introduction

In the context of the socio-cultural transformation of modern society, cultural practices related to spiritual culture, mentality, and national identity are becoming more important. Based on cultural practices in the dimension of leisure and cultural consumption, individuals self-identify, form a personal lifestyle, and express themselves in private and public spaces of public life. The need to study modern trends in managing socio-cultural activities related to implementing cultural practices and innovative forms of socio-cultural activities is becoming more relevant.

In the modern scientific discourse, there is a growing scientific interest in the conceptualisation of cultural practices, and the importance of researching the phenomenon of established (traditional) and innovative cultural practices in various spheres of public life is emphasised.

**State study of the problem.** In recent decades, domestic scholars have been conducting quite effective research on the socio-cultural transformations of Ukrainian society, including cultural practices. Among the scientific works that contain conceptual proposals and empirical data on understanding the dynamics of cultural change, socio-cultural phenomena, and cultural practices are such works as ‘Culture Variability: Sociological Projections’, (Kostenko, 2015), ‘Participation in Culture: People, Communities, States’ (Kostenko, 2018), ‘Cultural Practices in Modern Society: Theoretical Approaches and Empirical Measurements’ (Skokova, 2018), etc.

Among Ukrainian scholars, the issues of cultural practices are covered in the works of O. Kopiiivska (2019), L. Chuprii et al. (2023), L. Skokova (2018), V. Sudakova (2021), and others.

The study of cultural practices in the Cultural Studies paradigm is the subject of O. Kopiiivska’s work ‘Cultural Practices in the Discourse of Cultural



Studies' (Kopiiievska, 2019). The scholar notes that at the present stage, theoretical research of domestic cultural practices and further implementation of the results in cultural management should be a priority for scholars.

A Cultural Thought suggests using the concept of cultural omnivorousness and the concept of a cultural omnivorous individual when studying cultural practices. According to the scientist, the concept of 'cultural omnivorousness' reflects the process of destruction of the traditional classical disposition – high culture and low culture, hybridising culture and may mean 'rejection of snobbery, exclusivity of tastes in favour of their 'inclusiveness', inclusion, and therefore democracy, cultural openness, tolerance' (Skokova, 2018).

Based on an analysis of the results of national and cross-cultural projects of recent decades, L. Skokova (2018) emphasises that the use of the concept of omnivorousness in studies of the dynamics of cultural practices and tastes in the space of cultural consumption, creates an interesting comparative context that allows us to understand better the dynamics of cultural practices and its relationship to the system of social stratification (p. 96).

The study of the specifics of cultural practices as phenomena of the cultural space of modern society, the identification of their role in the processes of modernisation of everyday practices is devoted to the work of V. Sudakova 'Cultural Practices and Problems of Their Modernisation in the Cultural Space of Contemporary Societies' (Sudakova, 2020). The scientist notes that in the real cultural space, cultural practices change by historical, economic, and socio-cultural changes and, at the same time, retain their basic essential properties, that is, they have a transcultural nature and semantic predictive projections (Sudakova, 2020, p. 168).

Studies of cultural practices are widely represented in the scientific works of foreign researchers. For example, Ch. Beresniova examines the concept of a 'cultural curriculum' in the context of formal community history education. She concludes that teachers now feel responsible for the challenges of ancient cultural practices (Beresniova, 2019). Sujeong Kim's research on interpreting transnational cultural practices in the social discourse of Japan, Hong Kong and China is of interest (Kim, 2009). G. Buchenrieder et al. (2017) analyses the influence of cultural practices on the participatory governance process in local administrative structures, particularly Thai communities; considers cultural dimensions (collectivism, uncertainty avoidance, power distance) through the 'cultural understanding' model in the context of community development meetings. The study is based on qualitative observation and structured inter-

views. The results show that dominant cultural practices can limit transparency and openness of discussions, contributing to a paternalistic style of governance. However, there is a gradual shift towards a more open and engaged public participation model (Buchenrieder et al., 2017).

S. Scherger's work examines the impact of age on cultural practices, pointing out that social sciences usually focus on class, gender, and ethnicity. In contrast, age is often considered a secondary factor. Using the Taking Part survey data in England, the authors analyse how age differences affect cultural consumption. It was found that cultural activity is influenced by factors such as health, life cycle and socio-economic status of different generations (Scherger, 2009).

Cultural practices are also analysed to shape the 'normal' way of life in the community and set standards of behaviour for its members, such as the impact of these practices on teenage motherhood in one of the regions of Ghana. The study found that certain traditions and beliefs promote early motherhood among adolescent girls. Using an exploratory approach, four key factors in cultural practices of early motherhood were identified: fear of curse through abortion, co-sleeping patterns, the role of funeral rituals, and cohabitation practices. The article emphasises the need to develop programmes and policies considering adolescents' cultural characteristics and needs. To effectively prevent early motherhood, the authors suggest paying attention to the influence of family, personal factors, community, institutions, and national and international factors (Tampah-Naah et al., 2024).

An outstanding representative of the contemporary trend in study into cultural practices is F. Coulangeon, whose work *Sociology of Cultural Practices: Discoveries* is based on data from the French National Institute of Statistics and Economic Studies on the frequency with which people attend certain cultural events in France (Coulangeon, 2005). The researcher found a tendency to increase spending on cultural leisure in France and Europe as a whole and believes that profound social changes are taking place in people's lifestyles and the general model of self-identification of the European population.

Another researchers of cultural practices, T. Chan and J. Goldthorpe, notes that despite high incomes, financial capabilities and free time, people do not engage in cultural consumption practices, having monotonous leisure and the same type of entertainment (Chan & Goldthorpe, 2007).

According to P. Bourdieu, cultural practices, cultural consumption on the scale of 'high/inhabitant/low' by institutional legitimization, play a significant

role in the reproduction of cultural reproduction, social and cultural stratification of modern society (Bourdieu, 1993).

The purpose of the article is to study the concept of cultural practices as cultural phenomena of people's socio-cultural existence and key factors in the management of socio-cultural activities.

## **2. Purpose and methods**

The purpose of the article is to study the concept of cultural practices as cultural phenomena of people's socio-cultural existence and key factors in the management of socio-cultural activities.

The realisation of this purpose involves solving the following tasks:

- to investigate cultural practices as a cultural phenomenon on the methodological basis of the socio-cultural approach;
- to clarify the features of cultural practices in the dimension of cultural and leisure practices and practices of cultural consumption;
- to investigate the impact of virtualisation and individualisation on the development of cultural practices in modern society.

**Methodology and methods.** Throughout this study, the authors applied theoretical methods such as analysis, synthesis, comparison, and the generalisation of scholarly perspectives from various countries on different aspects of the problem in question. The aim and objectives of this article have necessitated the use of a socio-cultural method. It facilitates an understanding of the distinctive features of cultural practices as a cultural phenomenon and an innovative form of management of socio-cultural activities.

The research methodology is based on scientific principles of systematisation and generalisation, which have enabled an investigation of cultural practices within the methodological framework of cultural theory. It is noted that the concept of 'cultural practices' is a theoretical reflection of the foundation of the socio-cultural existence of humankind. The author's definition of the concept of 'cultural practices' within the methodological framework of cultural theory is proposed as an integral system of interactions and communications between individual and collective social actors, a specific field of cultural events that reproduce and produce social (cultural) reality in the private and public spheres.

The author's analyses the main types of cultural practices and the factors that provide/do not provide opportunities for participation in the cultural life of the population of Ukraine based on the data of monitoring studies conducted by the Institute of Sociology of the National Academy of Sciences of Ukraine

‘Ukrainian Society’ in 1994-2024 (Vorona & Shulha, 2021). The database accumulated as a result of this monitoring allows us to track the content of cultural and leisure practices of Ukrainian citizens for three decades, as well as shifts in the structure of these cultural practices that occur as a result of global and regional social changes.

The article analyses some features of cultural practices of the Ukrainian population in the context of war based on the data of a comprehensive sociological study, the topic: ‘Cultural Practices of the Ukrainian Population in the Context of War’, conducted with the financial support of the Ukrainian Cultural Foundation in 2023 (Holovakha & Makeiev, 2023).

### **3. Results and discussion**

‘Cultural practice’ or ‘cultural practices’ have recently been widely used in scientific discourse. In the theory and practice of management of socio-cultural activities, the study of cultural practices is a key area of research. This is because the concept of cultural practices, as a theoretical reflection of the socio-cultural existence of people, is defined as an important category of cultural management, cultural studies, sociology, and other sciences.

Despite scientific research on various aspects of cultural practices, this concept remains insufficiently defined and needs to be clarified. Ukrainian researcher V. Sudakova (2020) offers an understanding of cultural practice as information-filled interaction, i.e. a space of changing, mobile and at the same time reproducible ‘rules’ of relations, sustainable interaction based on a historically established behavioural code in the conditions of social (collective) life (p. 168).

O. Kopiiievskia defines the concept of ‘cultural practice’ as the subjective and practical activity of a person/people related to the creation, distribution or consumption of cultural products (Kopiiievskia, 2019).

In her work ‘Cultural Practices in Modern Society: Theoretical Approaches and Empirical Dimensions’, L. Skokova focuses on the fact that there is an endless list of different types of cultural practices. The researcher notes that cultural practices can be considered holding meetings, performances, charity, the practices of invitation, hospitality, greetings and farewells, the etiquette of friendship, indifference, conflict, enmity, and even swearing and fighting... (Skokova, 2018).

We believe that the concept of ‘cultural practices’ is a theoretical reflection of the foundation of the socio-cultural existence of humanity. We can propose the following definition of ‘cultural practices’ as an integral system of interactions and communications between individual and collective social actors,

a specific field of real cultural events that reproduce and produce social (cultural) reality in the private and public spheres.

We agree with V. Sudakova (2020), who notes that the importance of personalised cultural practices and their impact on developing social, cultural, and artistic creativity is growing. Therefore, cultural practices are interactions that are always reproduced as a resource for the prospective transformation of cultural space, as a resource for modernising public life (p. 168).

In managing socio-cultural activities, we will consider cultural practices in the dimensions of cultural and leisure practices and cultural consumption practices. We believe that cultural and leisure practices and practices of cultural consumption have a single, common recreational function: they reproduce those algorithms of actions that switch, transfer, and distract human consciousness from the working, switched-on, tense mode to a calm, balanced rhythm. By changing the focus of attention, a person undergoes a psychological reboot, immersing themselves in another world, another reality, and distancing themselves from their problems and affairs. Sometimes, such a reboot allows a person to find the right way to solve their problems and helps them to resolve them quickly. Moreover, the final impact on a person is the difference between cultural and leisure practices and cultural consumption practices.

According to scholars (K. Nastoichna, L. Chupriy, etc.), cultural practices in the dimension of cultural consumption are leisure practices of a special type, because they are focused on the self-improvement of the spiritual nature of a person, on his or her self-development, self-awareness, and reflection (Chuprii et al., 2023). Thus, it is worth discussing the role and importance of art and its educational mission in human cultural development. However, people choose how to spend their free time, through entertainment or art.

In today's post-information society, a fundamentally different socio-cultural environment is being formed, leading to innovative cultural and leisure practices and cultural consumption practices. The cultural and leisure sphere's main emphases include activism, creativity, attention to emotions, freedom of expression, etc.

Virtualisation and individualisation have influenced the formation of new cultural practices in which consumers today seek primarily personal experience, unforgettable impressions and emotions. Virtual reality, which allows deep immersion of a subject in an artistic/historical topic, contributes to gaining new practical experience through immersion, changing human behaviour or thinking based on rethinking, and experiencing unique and unforgettable emotions.

According to O. Boyko, traditional cultural and leisure practices are no longer popular and widespread (art and folk crafts). In contrast, others are transformed in terms of content (reading, theatre, etc.) (Boiko, 2011). Moreover, most importantly, completely new cultural practices and types of recreation that did not exist before in leisure (online games, graffiti, shopping, etc.) are emerging. According to O. Boyko, this can be explained by a change in the value of the leisure space itself, the goals of activities implemented in the leisure sphere, and, thirdly, the means used, i.e. leisure practices, and the emergence of new lifestyles. A wide range of new leisure practices aimed at meeting various needs is evidence of the growing importance of leisure space for an individual and the increasing influence of individualisation (Boiko, 2011).

Speaking about innovative forms of cultural and leisure practices in the twenty-first century, one cannot help but consider the growing overall impact of virtualisation and individualisation trends. The dominance of the individualisation trend is associated with the emergence and spread of the popularisation of all kinds of hybrid extreme leisure activities (Boiko, 2011). These trends also initiate specific processes that transform traditional cultural and leisure practices and cultural consumption practices. We are talking about McDonald's, gaming, commercialisation, gamification, and consumerisation, which, in turn, are already shaping the phenomena of omnivorousness, excessive choice in cultural and leisure practices, cultural consumption, etc.

One more leading trend in cultural and leisure practices is worth pointing out: consumerisation. It can be traced when cultural and leisure practices are openly consumerist. Consumerisation also contributes to a change in the traditional understanding of leisure. It is used to actualise artfully imposed needs realised in the consumption field. The expansion and commercialisation of leisure space manifest themselves in various forms, primarily through the expansion of leisure services and the recreation and entertainment industry. The hybridisation of leisure forms caused by commercialisation manifests in various spectacular leisure practices, theatricalisation, and the combination of previously incompatible services and goods.

Contemporary cultural practices aim at interactivity, inclusiveness, and acquiring new sensory experiences. Therefore, they can be seen as steps towards forming a qualitatively new level of citizens' participation in cultural life – a culture of participation. The topic of participatory culture is currently being actively discussed at European conferences. It is emphasised that participatory culture is the free, practical, and conscious participation of people in cultural



and social processes and the opportunity to be 'consumers' and contribute to creating cultural events. Therefore, the development of active involvement of the Ukrainian population in cultural practices and the formation of a participatory culture is important and promising, including in the context of managing socio-cultural activities.

To find out the main types of cultural practices and the factors that provide/do not provide opportunities for participation in the cultural life of the population of Ukraine, we can refer to the results of monitoring studies conducted by the Institute of Sociology of the National Academy of Sciences of Ukraine 'Ukrainian Society' in 1994-2024 (Vorona & Shulha, 2021). These data relate to aspects of cultural practices such as cultural and leisure preferences, preferences of the population regarding genres of literature, music, art, media products, etc., obstacles to the desired forms of leisure / participation in culture, etc. According to these surveys, there is an increase in the ratio of private and public cultural and leisure practices in favour of the dominance of private/home-based practices, which is, in fact, a common trend in modern societies. The domestication and mediatisation of leisure is complemented by the popularity of individualised cultural practices within the framework of networked digital culture, a characteristic of socio-cultural processes in recent decades. According to research, about 22% of the population of Ukraine participates in public cultural consumption practices that require the availability of appropriate infrastructure, such as attending theatres, concerts, museums, art exhibitions, libraries, etc.

It should be noted that the population is quite active in using the possibilities of the Internet to engage with culture, reading fiction books in their electronic libraries (over 11%), listening to music they like, watching feature films (over 32%), etc. Mediatised private/household leisure is taking up an increasing share of people's free time and engagement, while new media and the Internet are blurring the boundaries between private and public spaces.

According to various sociological studies, since 2014, and especially since the beginning of the full-scale invasion of Ukraine by the Russian Federation, there have been significant shifts in cultural practices in public and private spaces. Among the scientific works that contain the results of a study of cultural practices during the war, we should first mention the work by Chuprii L., Nas-toiasha K., Marutian R. 'Cultural Practices of the Population of Ukraine during the War' (Chuprii et al., 2023).

According to the results of a comprehensive sociological study of the cultural practices of the population of Ukraine during the war, which was imple-



mented with the financial support of the Ukrainian Cultural Foundation in 2023, during the period of hostilities there was a significant decline in such forms of cultural and leisure practices as visiting cinemas, theatres, concerts, and especially excursions to their own and other cities. Instead, there has been an increase in the popularity of such forms of leisure as watching films at home, social media pages, and listening to music; overall activity in the public sector has also increased, and personal creativity is developing. According to the survey, reading was ranked first among cultural leisure practices (however, this applies not so much to books as to news feeds and social media pages). People who previously avoided immersing themselves in the information flow now say they have been in it constantly since the beginning of the war. According to psychologists, this hyper-attention of Ukrainians to the news is an attempt by the psyche to control the situation, which in times of war requires more effort and provokes anxiety. The popularity of other cultural leisure practices is even lower, which is influenced by wartime conditions.

According to the survey results, a total of 93% of respondents stated that they had either completely stopped or significantly reduced their consumption of Russian-language content, switching to Ukrainian instead (Chuprii et al., 2023, p. 94). The primary trend in cultural practices during the war has been the transition to Ukrainian content in cultural and leisure practices, as well as in cultural consumption among the population of Ukraine.

#### **4. Conclusions**

The study of cultural practices in contemporary society is of particular importance, as they serve as the foundation for individuals' self-identification, expressions of their lifestyle, and the creation of both traditional and innovative forms of sociocultural activity in private and public spaces of social life. The concept of 'cultural practices' is a theoretical reflection of the foundation of the socio-cultural existence of humankind. The author's definition of 'cultural practices' is proposed as an integral system of interactions and communications between individual and collective social actors, a specific field of cultural events that reproduce and produce social (cultural) reality in the private and public spheres.

Contemporary cultural management should consider the specifics of new cultural practices, their significance for different social groups, and the economic, political and social contexts in which these practices exist. The challenges managers face in the socio-cultural activities include insufficient funding for implementing socio-cultural projects for cultural and leisure activities, a lack of

effective communication between stakeholders, and insufficient public awareness of the opportunities offered by cultural practices. To overcome these challenges, it is necessary to introduce innovative solutions based on the best international practices, particularly in developing participation and communication strategies in the cultural sector. Moreover, the question now concerns cultural practices and the population's access to culture through cultural consumption and participation in cultural creation.

In the context of sociocultural changes driven by the increasing influence of virtualisation and individualisation trends, cultural practices related to leisure and cultural consumption, both in traditional and innovative (immersive) forms, gain special significance. Virtual platforms and digital technologies open new opportunities for engaging various population segments in cultural practices. Managers of sociocultural activities should focus on addressing these and other issues related to transforming traditional approaches to organising cultural events and audience engagement.

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## **Socio-Cultural Contradictions in the Development of the Regional Restaurant Services Consumer Market in Ukraine**

**Abstract.** *Introduction.* The article explores the sociocultural contradictions accompanying the development of the consumer market of regional restaurant services in Ukraine. *The purpose of the research* is to identify the specific features shaping the consumption market of restaurant services across Ukrainian regions and to outline the key social and cultural contradictions that influence the formation of the typical consumer. The study employed general scientific *methods* of cognition: analysis, synthesis, generalisation, comparison, observation and a systems approach. *The results* demonstrate that conflicting interactions between rising consumer expectations, limited economic capabilities of businesses, and the realities of the cultural environment mark the development of the regional restaurant market. Emphasis is placed on the fact that the modern consumer seeks high-quality gastronomy and emotionally engaging cultural leisure that includes service, atmosphere, and personalised communication. In response to these shifts, there is an increasing demand for highly skilled staff capable of delivering the expected level of interaction. However, there is a noted shortage of trained professionals who can effectively operate under the communicative and psychological pressures of the restaurant industry. One of the critical sociocultural contradictions is the conflict between the drive to fully satisfy the customer and the need to maintain decent working conditions for staff. Excessive customer orientation, which often borders on indulging toxic behaviour, leads to a deterioration of the moral and psychological climate in teams, increased employee burnout, and disruptions in internal communication ethics. The study also examines the impact of the commercialisation of consumer relations on the expectations for individualised services, particularly in

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the context of dietary restrictions, ethical stances, and healthy lifestyles, which are not always compatible with the capabilities of a typical restaurant operation. *Conclusions.* Restaurateurs are forced to strike a balance between economic feasibility, cultural relevance, and the expectations of a new type of consumer – one who is informed, emotionally engaged, but often financially constrained. The practical value of the study lies in identifying problematic areas of sociocultural interaction within the restaurant industry, which may serve as a foundation for developing more effective management strategies in the hospitality sector.

**Keywords:** restaurant services, consumer, contradictions, culture, region

## 1. Introduction

**The problem formulation.** In the third year of a full-scale war, the Ukrainian regional restaurant services market is unstable. The initial sharp decline in activity in 2022, caused by security risks, disruption of supply chains, evacuation of the population and reduced purchasing power, was gradually replaced by a phase of partial recovery in 2023-2024. Despite these positive developments, the overall level of household income remains insufficient for the restaurant segment to grow actively, leading to cautious consumption and the prevalence of frugal behaviour. At the same time, the market is witnessing new qualitative trends, including the intensification of national restaurateurs focused on local products, creative formats, cultural authenticity and highly specialised gastronomic offer. The nature of demand is also changing: modern consumers are increasingly seeking not only to satisfy their basic nutritional needs, but also to gain aesthetic, social and symbolic experience. This indicates the formation of a new model of gastronomic interaction that combines economic adaptability with cultural enrichment.

Analysis of the state of the art of the problem. The issue of socio-cultural contradictions in developing the consumer market for regional restaurant services in Ukraine is not sufficiently covered in the scientific literature, as the vast majority of sources are online analytical or journalistic publications. There is a lack of academic research on this topic in the Ukrainian scientific discourse. At the same time, the topic is partially covered in a foreign scientific article by L.C. Ueltschy, M. Laroche, A. Eggert and U. Bindl (Ueltschy et al., 2007), which analyses the relationship between service quality, customer satisfaction and price in the field of professional services. At the same time, some authors provide important empirical information on changes in consumer behaviour in their publications. In particular, Pro-Consulting (2024a) highlights the dynamics of the average cheque

growth in the context of changed purchasing power. T. Antoniuk (2025) records a decrease in attendance against the background of revenue growth, which indicates an adaptive market strategy. O. Zviahintseva (2025) emphasises the crisis points of the restaurant industry in Ukraine in 2025, suggesting areas of adaptation. V. Polishchuk raises the issue of the price balance between cost and consumer perception (Centre for Economic Strategy, 2025). In a non-academic, but practically oriented format, blog materials (Tkachenko, 2017) help to understand customers' motivational aspects in the food field.

The study also used expert literature – publications in modern online media, particularly pro-consulting.ua, forbes.ua, hub.kyivstar.ua, joinposter.com, feedbackhunter.net, etc. These sources made it possible to recreate the current state of the restaurant business in Ukraine, including regional peculiarities and consumer sentiment.

**Unresolved issues.** Despite the availability of an information base, there is a lack of a systematic scientific approach to analysing socio-cultural contradictions in regional restaurant services. That is why, using various methods of scientific knowledge, the information was analysed, aggregated, systematised and presented in the light of the research topic.

## **2. Purpose and methods**

**The purpose and research tasks.** The purpose of the article is to highlight the peculiarities of the formation of the consumer market for regional restaurant services and to identify key social and cultural contradictions in the formation of a typical consumer. To achieve this goal, the following tasks are envisaged:

- to characterise the current state of the regional restaurant services market in the context of a full-scale war in Ukraine;
- to identify changes in the structure of demand, consumer typology and motivational behaviour patterns;
- to analyse the socio-cultural expectations of consumers and identify tension points between consumer demand and market opportunities;
- to systematise the main contradictions in the interaction between the consumer, staff and restaurateur in the context of changes in gastronomic culture.

**Methodology and methods.** The theoretical and methodological basis of the study is an interdisciplinary approach that combines sociological, cultural, economic and analytical approaches to the study of gastronomic consumption as a social phenomenon. The methodology is based on the concepts of social



constructionism, the theory of everyday practices and cultural identity, which allows us to consider a restaurant as a service sector and a space of social interaction and symbolic capital.

A number of complementary methods have been used to achieve the set objectives. In particular, the method of system analysis was used to describe market dynamics comprehensively; content analysis was used to interpret media and social messages about gastronomic behaviour; comparative historical method was used to analyse changes in consumer typology in the pre-war and war periods; and elements of socio-cultural modelling were used to reconstruct the image of a typical consumer in a regional urban environment.

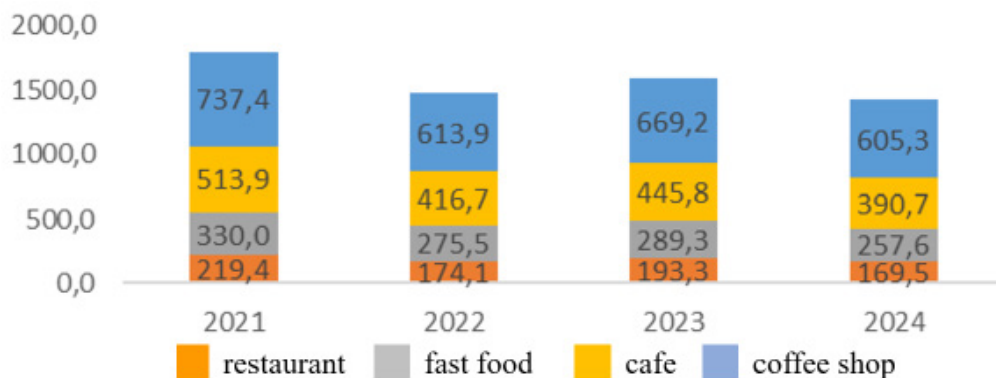
**Information base.** The research was informed by official analytical reports of the Centre for Economic Strategy (2025), statistics on the dynamics of revenue, attendance and consumer traffic in the Ukrainian catering industry in 2021-2024 (Pro-Consulting, 2024a; Antoniuk, 2025), the results of marketing research by FeedbackHunter (*Chomu kliienty*, n.d.), as well as relevant publications in professional industry media and analytical platforms.

### 3. Results and discussion

**Summary of the main material.** Visiting restaurant business establishments plays a multifunctional socio-cultural role beyond basic nutritional needs. Among the leading consumer motivations are: the desire for physiological satiety, socialisation, establishing interpersonal relationships (in particular in the context of romantic encounters), recreation and entertainment, aesthetic and cultural pleasure, as well as self-presentation and raising social status (Tkachenko, 2017).

In 2024, the food service market in Ukraine showed a general trend towards a moderate decline, which is reflected, in particular, in the decline in attendance rates for most types of establishments.

The most significant drop in traffic was recorded in pizzerias, fast food, and restaurants, at 8% and 7% respectively, which may indicate both an increase in consumer price sensitivity and a change in their priorities for leisure formats. Traffic in coffee-to-go outlets remained unchanged, which may indicate that this format is highly adaptable to the current conditions of a mobile urban lifestyle. The decline in visits to food outlets in 2024 was primarily driven by a decline in the population's purchasing power, which resulted from inflationary pressures and the general economic slowdown. With limited resources, consumers increasingly prioritise basic needs and reduce out-of-home meal spending (Antoniuk, 2025).

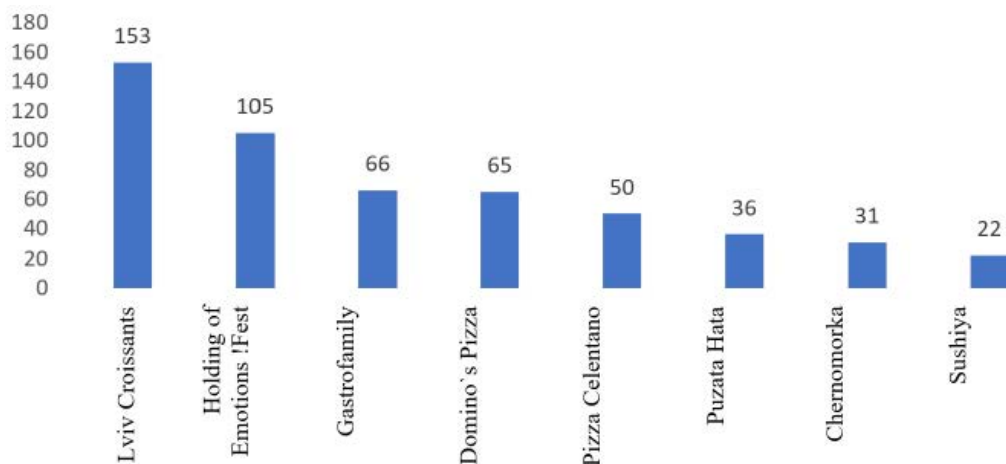


**Figure 1.** The number of visitors to restaurant establishments is expected to be a million people in 2021–2024. Source: systematised based on (Pro-Consulting, 2024a)

The structure of the Ukrainian restaurant business in 2023 showed uneven revenue growth depending on the type of establishment. The highest growth rates were demonstrated by sushi restaurants, with revenue up 16%, indicating a steady increase in demand for Asian cuisine and the compliance of this format with modern consumer expectations. Coffee shops took the second position in terms of revenue dynamics: the average revenue growth in this segment was 14%. In comparison, the average check increased by 15%, which may indicate an increase in the value of coffee shops as a space for socialising and leisure. Moderate revenue growth of 10% was also seen in bakeries, general restaurants, pizzerias and bars. The smallest increase was recorded in the fast-food segment: revenue grew by only 4%, although the average check increased by 13%, which is likely to be a result of the inflationary factor rather than a real increase in consumer demand (*HoReCaMaster Hub 2025, 2025*).

According to the Centre for Economic Strategy (2025), the volume of the restaurant services market in Ukraine was UAH 31.6 billion in 2023. It is important to emphasise that this is the officially declared part of the market, the so-called ‘white’ segment, as it is the one that is taken into account in the GDP calculation.

An analysis of the revenue structure shows a high concentration of the market: almost half (49%) of the total net revenue of the industry is generated by only two transnational chains – McDonald's and KFC (represented through several franchises). McDonald's stands out, with net revenues of around UAH 13 billion, which is significantly higher than those of other market players. The most widespread other fast-food chains are Lviv Croissants, Fest!, Gastrofamily, etc. (Fig. 2)



**Figure 2.** The largest restaurant chains by number of restaurants in 2023  
 Source: systematised based on the source (Tkachenko, 2017)

Despite being positioned as a restaurant, McDonald's essentially operates as a 'food factory', where the main task is to mass-produce a high-calorie product with minimal time spent by the consumer. The economic structure, financial model, and types of services provided in such establishments differ from the classical hospitality paradigm, where the primary focus is on an individual approach, service, and cultural component of food consumption.

These dynamics shape a specific image of the domestic consumer of restaurant services: the demand for fast, affordable and energy-dense food combined with a positive emotional experience dominates. Thus, despite the variety of offers on the market, most consumers are focused on the fast-food format, significantly affecting the industry's further development and its participants' strategies (Centre for Economic Strategy, 2025).

It should be noted that in recent years, the Ukrainian regional restaurant market has seen a distinct trend towards forming a new segmentation, particularly the emergence and active development of so-called 'city cafes'. This format of establishments is characterised by higher price positioning, focus on young, creative and quality-conscious audiences, and the provision of services that combine gastronomic innovations and modern cultural consumption codes. This segment includes the so-called 'hipster' coffee shops, the author's restaurants, and establishments with conceptual menus that tend to be experimental. Typical characteristics of such establishments are creativity in serving dishes, reference to exotic culinary traditions (in particular, Asian, Latin American,

etc.), as well as the reconceptualisation of Ukrainian cuisine – a departure from its traditional presentation in favour of new approaches, interpretations and fusion solutions (Centre for Economic Strategy, 2025).

The development of this segment was particularly intense in 2019, particularly in Lviv, which became an epicentre of the experimental restaurant movement. During this period, most of the city's restaurant establishments actively reoriented their services to an audience interested in intellectual, aesthetic, and culturally oriented gastronomic experiences (Centre for Economic Strategy, 2025).

In 2023-2025, a qualitative change in the demand structure was observed. In large cities, including Lviv and Kyiv, and several regional centres, such as Khmelnytskyi, Ivano-Frankivsk, and others, there was a massive opening of new food outlets with medium and above-average price positioning. According to preliminary estimates, hundreds of new facilities are in this segment. These trends indicate a gradual recovery of the solvent middle class, ready to invest in a higher quality and more sophisticated gastronomic offer.

A new image of the consumer is emerging: people with relatively stable incomes who cannot only satisfy their basic need for food, but also consider a restaurant as an element of their everyday or festive leisure. Within this model, restaurant spending often takes on a priority status in the consumer hierarchy, outstripping other entertainment or cultural activities (Centre for Economic Strategy, 2025).

One of the key trends in recent years is the spatial decentralisation of the restaurant business. Given the changing patterns of consumer mobility and the growing demand for accessibility, more and more restaurateurs are locating their establishments in the residential areas of large cities, i.e. in close proximity to the places where potential customers live. This process contributes not only to the diversification of supply but also to the increase in the gastronomic density of the urban environment, enhancing its internal cultural mobility (Centre for Economic Strategy, 2025).

Statistics also confirm the importance of this sector of the restaurant business. Analysing the current economic trends in the restaurant business in Ukraine, it should be noted that in 2024, the average bill increased by 18%. This figure indicates a significant shift in the consumer behaviour of Ukrainians in relation to catering services. On the one hand, this growth directly results from systemic inflationary processes under martial law, disrupted supply chains, and rising energy and raw material costs. However, on the other hand, the increase in the average check cannot be interpreted solely as an inflationary phenomenon. The market pattern of cost growth is also important, reflecting the growing

demand for traditional restaurant services. The modern consumer demonstrates a higher willingness to spend money on out-of-home dining, which is associated with lifestyle changes and a reorientation of the leisure structure (Pro-Consulting, 2024a).

Expert research based on surveys of restaurateurs allows us to identify key consumer market features and define typical restaurant industry consumers.

**Table 1** – Socio-cultural aspects of the formation of the consumer market of regional restaurant services in Ukraine

Type of customer	Characteristics	Behavioural attributes
Interesting	Focused on trends, novelty, ‘Instagram effect’	Visit fashionable establishments, ordering special menus, and not being loyal.
Gourmets	Highly gastronomically educated, appreciate authenticity and quality	Ask questions, are interested in details, and can write a review
Bored	Visits are not for food, but for convenience or habit	Passive, indifferent to the concept, need entertainment
Those who ‘just want to eat’	Oriented to simple, clear, fast food	Choose soup, cutlet, ‘offer of the day’, and do not accept innovations

Note: systematised based on the source (Tkachenko, 2017)

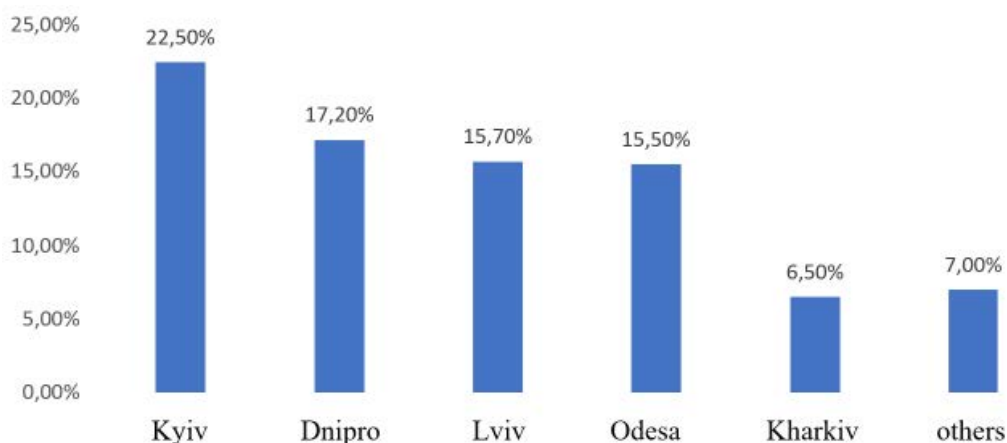
According to the study of Loshakova N., the current features of consumer development in the regional restaurant business are increased emotional sensitivity, expectations of a high level of service regardless of the format of the establishment, as well as a shift in emphasis from the gastronomic function to the function of social experience. Visitors come to establishments not only to eat, but also for the atmosphere, comfort, communication, and positive impressions (Loshakova, 2023). Against this backdrop, key socio-cultural contradictions in developing the consumer market are revealed.

– First, there is an imbalance between the growing expectations of guests and the professional training of staff, especially in the context of emotional or aggressive consumption.

– Secondly, the expanding perception of the customer as ‘always right’ conflicts with the need for staff protection and decent working conditions.

– Thirdly, the commercialisation of customer focus creates the risk of tolerating toxic behaviour to maintain loyalty, undermining the internal integrity of communications in the institution. This requires professional skills and clearly structured behavioural algorithms that reduce tension and promote stability in the service sector (Loshakova, 2023).

Based on a study by FeedbackHunter (*Chomu kliienty*, n.d.), it was found that the main reasons why customers do not return to restaurant establishments are poor service, mismatch of expectations regarding food, overpriced food, inconvenient location or uncomfortable atmosphere, as well as lack of menu updates, feedback and personalised communication. According to research (Pro-Consulting, 2024b), the largest share of dissatisfied customers is in Kyiv and Dnipro (Fig. 3).



**Figure 3.** Share of customers dissatisfied with the quality of service in Ukrainian restaurants as of 2023

Source: systematised based on the source (Pro-Consulting, 2024b)

The socio-cultural characteristics of the modern consumer include a demand for transparency, authenticity and healthy eating. Customers are increasingly expecting open interaction with the kitchen, honest information about the origin of products, and menus that take into account dietary restrictions. Thus, the restaurant business is increasingly functioning as an element of the city's cultural infrastructure, combining gastronomic experience, digital services and the values of a new urban consumer ethic (Zviahintseva, 2025).

In terms of future trends in the consumer market, in 2025, this market will undergo qualitative changes under the influence of digitalisation, personalisation of services and growing cultural expectations of customers. Key trends include the

active use of artificial intelligence technologies, cloud services, Big Data analytics and geo-analytics, which allow for efficient management of operational processes, creation of targeted offers and selection of optimal locations for business development. Delivery formats, cloud kitchens, and conceptually narrow establishments with local or mono-product menus are growing in popularity (Zviahintseva, 2025).

#### 4. Conclusions

**Conclusions.** The development of the consumer market of regional restaurant services in Ukraine is accompanied by several socio-cultural contradictions that reflect the complex dynamics of interaction between consumer expectations, economic reality and business opportunities. One of the key contradictions is the imbalance between the growing demand for emotionally rich gastronomic experiences and limited resources on the part of both consumers and establishments. Consumers are increasingly treating restaurant visits as an element of cultural leisure, expecting not only quality food but also service, atmosphere, communication and a personalised approach. In response, a growing need for highly qualified staff capable of working with emotionally sensitive and demanding guests. However, the human resources are often insufficiently prepared to work under increasing pressure and complex communication challenges.

Another contradiction lies in the opposition between the perception of the customer as ‘always right’ and the need to protect the labour rights of staff. Excessive customer focus, which has become the norm in the service sector, sometimes transforms into tolerance of destructive consumer behaviour, leading to the erosion of the internal communication culture of the institution and employee burnout. In addition, commercialising consumer relations creates expectations of flexible individualisation, particularly in the context of dietary restrictions, ethical preferences and healthy lifestyles, which often contradict the capabilities of mass restaurant production. This creates a complex field of socio-cultural interactions, within which restaurateurs must balance economic expediency, cultural relevance, and the expectations of a new type of consumer – one who is informed, emotionally engaged, and economically constrained.

**The scientific novelty.** The scientific novelty of the study lies in the systematic analysis of socio-cultural contradictions formed at the intersection of new models of gastronomic consumption and the structural constraints of the wartime period in Ukraine.

**The significance of the study.** The study's practical significance lies in the possibility of using the findings in developing strategies for adapting and de-



veloping the local restaurant business in the context of economic instability and changing demand structure.

**Prospects for further research.** In future research, it is advisable to deepen the analysis of the impact of military experience on the transformation of gastronomic culture, including the mechanisms of psychological adaptation of consumers through food practices. A promising area is the study of regional differentiation of consumer patterns in different regions of Ukraine, particularly in the frontline areas, as well as the analysis of the role of digital services and personalised communication algorithms in building brand loyalty.

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## Integration of Augmented Reality Elements in Hotel Management: Customer Experience

**Abstract:** *Introduction.* The article explores the specifics of integrating augmented reality elements into hotel management and their sociocultural influence on the customer experience. *Purpose and methods.* The aim of the study is to analyse how the use of augmented reality technologies is transforming management practices in the hospitality industry by improving the quality of customer service and promoting service personalisation. The study employed general scientific methods of cognition: analysis and synthesis, induction and deduction, systematisation, comparison, generalisation, forecasting and modelling methods. *Results.* The findings show that augmented reality (AR) is developing rapidly in the context of digitalisation, significantly reshaping the customer experience. As of 2025, the global AR market has surpassed 50 billion USD, with around 31 billion USD attributed to the hospitality sector. In hotels, AR technology is actively used to enhance navigation, provide information on tourist attractions, offer virtual room tours, translate menus, and implement interactive 3D interfaces. It has been concluded that these innovations contribute to a higher level of service personalisation, increased customer satisfaction, and engagement, creating a new type of customer-centric environment. *Conclusions.* The scientific novelty of the study lies in the systematic justification of how hotel management is adapting to the introduction of AR technologies by transforming management models, functions, and processes. At the same time, the research identifies challenges management faces, including the need to consider privacy issues, technical accessibility of services, and the ethics of marketing strategies. The practical significance of the study is reflected in identifying strategic approaches for adapting hotel management to the conditions of digital transformation through the use of AR technologies.

**Keywords:** augmented reality, hotel management, customer experience, digital technologies, personalisation.

**Original Research Article**

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## 1. Introduction

**Problem statement.** In today's globalised environment, the tourism industry is undergoing profound transformations caused by the rapid development of digital technologies. One of the most promising tools in innovative services is augmented reality (AR), which is increasingly being integrated into hotel management practices. The use of AR technologies allows for a significant expansion of the boundaries of traditional services, changing the paradigm of interaction between the customer and the hotel, deepening the level of immersion in the cultural and social environment, and forming new standards of customer experience.

AR is one of the most effective means of attracting and retaining customer attention in the tourism industry. Positive cases demonstrate not only the high practical effectiveness of AR but also its significant socio-cultural potential, particularly in the context of intercultural communication, inclusiveness and cultural adaptation of services (Barvinok et al., 2025). In general, accumulating positive experience in implementing augmented reality elements in the hotel sector creates a basis for further scientific research to improve hotel management systems. The relevance of studying this phenomenon is determined by the need to systematise existing practices, analyse their socio-cultural impact and identify effective models for integrating AR into hotel management strategies.

**Analysis of recent scientific research and publications.** The issue of integrating augmented reality elements into hotel management and its socio-cultural impact on customer experience is well covered in foreign scientific literature, as confirmed by the overwhelming number of English-language sources in the list provided. In the domestic scientific tradition, the topic is only beginning to take shape, and existing publications are mainly analytical and review in nature or focus on general industry trends.

Significant contributions to the study of the topic have been made by researchers such as R. Lodhi, C. Del Gesso, M. Asif, and C. Cobanoglu (2024), who conducted a bibliometric analysis, outlining the areas in which the use of VR and AR is developing in the hospitality industry. They found a surge of interest in the topic since 2018 and proposed a framework for further interdisciplinary research. A significant contribution was also made by M. C. tom Dieck et al. (2024), in collaboration with other researchers, providing practical recommendations for integrating AR into the management of hotels and tourist facilities. In their work, they consider the specifics of AR marketing and emphasise its effectiveness in improving the customer experience.

At the conceptual level, the issue of AR marketing is explored in the research by P. A. Rauschnabel et al. (2022), who identify the complexity of this tool and outline its future potential for branding and audience engagement. Separately, it is worth mentioning the review article by R. Yung and C. Khoo-Lattimore (2019), which summarises the state of AR/VR research in tourism, including its socio-cultural impact on consumer behaviour.

Among Ukrainian authors, it is worth noting V. Ratynskiyi, R. Sherstiuk, and O. Maliarskyi (2024), who emphasise the potential of AR for the development of service enterprises in Ukraine, particularly in the context of post-war tourism recovery. Their work includes examples of AR use in domestic hotels, which is valuable for the local context. The research also drew on expert literature, including publications from kompanions.com, shms.com, and revfine.com, which highlights current practices in the application of AR in the hotel business and reveals the prospects for developing this technology, taking into account customer expectations.

**Unresolved issues.** Despite the growing interest in implementing augmented reality in hotel management, several aspects remain under-researched. In particular, the issue of empirical measurement of the impact of AR on guests' behavioural responses, as well as their loyalty and willingness to reuse technologies in the service environment, is relevant. Management mechanisms for integrating AR into internal hotel business processes, namely HR practices, service logistics, quality control systems and strategic planning, have also been insufficiently studied. In addition, there are no clear models for evaluating the effectiveness of AR implementations that consider the socio-cultural context of consumption, which complicates the formation of universal management decisions.

## 2. Purpose and methods

**The purpose of this article** is to analyse the socio-cultural impact of augmented reality elements on customer experience in hotel management, as well as to identify areas for improvement in management practices through the implementation of digital technologies.

**Tasks.** Within the scope of the objective, the functions of the article are to analyse the current state of augmented reality (AR) technologies and the specifics of their application in the hotel sector, to research the socio-cultural impact of AR on customer experience, to study transformations in the hotel management system under the influence of digital innovations, as well as to outline prospects for development and directions for improving management

practices, taking into account the future integration of AR in combination with other technologies.

**Methodology and methods.** The methodological basis of the research is a systematic approach to analysing the interrelationships between augmented reality technologies and management practices in the hospitality industry. The work uses general scientific methods: analysis and synthesis – to study scientific sources and practical cases of AR use in hotel management; comparative method – to compare traditional and innovative management models; generalisation – to formulate conclusions about changes in the management system; and structural-functional method – to determine the role of AR in the transformation of management functions and processes.

**Information base.** The research is based on scientific publications by leading foreign and domestic authors covering aspects of AR implementation in tourism and hotel management, analytical research and bibliometric reviews, and case studies from the practice of hotel brands using augmented reality. In addition, materials from industry platforms, specialised portals (kompanions.com, shms.com, revfine.com), official reports of international research organisations and empirical data published in professional forums and conferences were used. Combining these sources ensures the comprehensiveness and reliability of the analytical justification of the studied phenomenon.

### 3. Results and discussion

In the 21st century, augmented reality (AR) plays an important role in the digital transformation of the tourism industry, particularly in hotel management. By merging the physical and virtual environments, AR technologies can significantly change the customer experience, expanding the traditional boundaries of tourism services (Marasco et al., 2018).

The global AR market is showing impressive growth: in 2025, its value is estimated at over \$50 billion, which indicates the rapid introduction of this technology in various sectors of the economy, particularly in the hotel and restaurant business (Gupta, 2024). In the hospitality sector, the AR market has already reached \$31 billion, which is evidence of significant interest in implementing virtualised solutions in traditional management forms. For comparison, the total value of the hotel industry is estimated at over \$570 billion, which creates a strong foundation for further digitisation of services (Gupta, 2024).

From a technical point of view, the development of AR technologies is driven by both mobile platforms, such as Apple's ARKit and Google's ARCore,



and specialised devices, including smart glasses and AR headsets, which allow users to immerse themselves in a virtual environment without losing their physical orientation. WebAR solutions have also become widespread, allowing users to interact with augmented reality without installing additional software, an important factor in tourism, where users prefer quick access to information. These technologies enable hoteliers to offer various innovative services: virtual hotel tours, interactive information panels, digital guides, in-hotel navigation solutions, and AR menus in restaurants and spa areas.

Customer experience in the context of augmented reality (AR) in the hotel business is becoming increasingly important today, both in practical and research terms. AR technologies effectively increase customer satisfaction, personalise service and stimulate engagement with new forms of interaction with the hotel space and its surroundings (Guttentag, 2010). Hotel operators actively support the integration of AR into their services, seeing it not only as a marketing tool but also as a means of building long-term customer loyalty. Although the level of AR implementation is not yet widespread, the most innovative hotel brands are already demonstrating successful practices in its use, indicating a trend towards the gradual standardisation of such solutions in the hospitality industry (Lodhi et al., 2024).

Successful examples of AR technology implementation in the hotel business allow us to assess its potential for enriching the customer experience. For example, the Hub Hotels by Premier Inn chain has introduced interactive rooms where guests can use special cards with AR tags to view local tourist attractions directly on their smartphone screens. This innovation improves orientation in the city and stimulates guests' tourist activity, enriching their experience. Another example is the Best Western hotel group, which, in collaboration with Disney, has created a unique emotional context for children: AR technology allows them to 'move into' rooms with their favourite animated characters. This approach significantly increases guest engagement and helps form positive brand associations (Gupta, 2024; Han et al., 2014; Tussyadiah et al., 2018).

A unique example of a high-quality AR experience is The Mansion, which uses AR brochures that allow visitors to familiarise themselves with the hotel's infrastructure before they arrive. This preliminary visual contact allows customers to navigate the space better, form realistic expectations, and reduce the risk of disappointment, increasing booking conversion rates. Amadeus, in turn, has proposed using VR glasses at the booking stage, allowing guests to take a virtual tour of the rooms and the overall interior of the establishment, again increasing confidence in the decision made (Gupta, 2024).



Some brands have gone a step further – for example, Starwood Hotels has introduced ‘virtual keys’ that allow guests to open their room doors via mobile devices (Ivanov et al., 2017). Other chains have integrated beacon technology, which allows useful information about the location of hotel services or cultural events nearby to be sent in real time, contributing to a dynamic, flexible and personalised experience (Swiss Education Group, n.d.). These examples illustrate the high level of technological maturity of the implemented solutions and the desire to create a unique consumer experience beyond traditional hotel services.

Summarising the applied models of AR implementation in the hotel business, we can identify several key areas of application for this technology and the corresponding benefits for both guests and hoteliers, as shown in Table 1.

**Table 1.** Scope of application of technology with hotel guests

Scope of application	Examples of AR implementation	Benefits for guests and hotels
Choice of room	Virtual tours using smartphones or VR glasses before booking	Increased transparency, informed choices, and higher booking conversion rates
Increased transparency, informed choices, growing	AR applications with routes around the hotel grounds	Reduced workload for staff, improved comfort and orientation for guests
Hotel navigation	AR interface that displays information about landmarks, events and infrastructure facilities	Increased engagement with the local environment, support for local tourism
Getting to know the area	AR translators for menus, information booklets and signs	Elimination of language barriers, increased accessibility of services
Language translation	Interactive AR menu with 3D visualisation of dishes	Enhanced gastronomic experience, easier decision-making
Food and beverage menu	AR preview of rooms for events, conferences or weddings	Improved planning, reduced risk of misunderstandings, increased sales of event services

Note: systematised by the author based on (Lodhi et al., 2024; Yung & Khoo-lattimore, 2019; Jung & tom Dieck, 2017; Buhalis & Karatay, 2022)

Thus, AR technologies in the hotel sector play a role in transforming the customer experience by increasing emotional engagement, informativeness, comfort and inclusiveness of service (Rita et al., 2025). The scientific literature emphasises the need for further research in this area, particularly through empirical studies of guests' behavioural responses, expectations, and propensity to reuse AR services. The need for in-depth analysis is particularly relevant given that most existing research focuses on tourist attractions, while the hotel segment is still actively exploring the potential of augmented reality (Lodhi et al., 2024).

Integrating augmented reality (AR) technologies into hotel management is transforming the customer experience and fundamental approaches to the organisation of management processes in the hospitality industry. In the digital economy, the very logic of management is changing: from hierarchical models to flexible, customer-centric systems in which data, technology and user interaction play a decisive role. AR is becoming a catalyst for this transformation, as it requires rethinking key management functions – planning, organisation, motivation and control – to consider the new parameters of digital interaction.

The 4C model – Consumer, Content, Context, and Computing Device – can serve as a conceptual basis for analysing the impact of AR on hotel management systems. This model offers a holistic view of decision-making processes in management, considering both technological and behavioural aspects.

The first component, the consumer, focuses on management decisions increasingly based on analysing guest behaviour patterns rather than their demographic profile. Modern hotel CRM systems, supplemented with AR tools, allow customers to be segmented according to their travel motivation, communication style and level of digital competence. Accordingly, a flexible service personalisation strategy is being developed: interactive itineraries for adventurous travellers and basic navigation and service information without excessive visual effects for guests who value peace (tom Dieck et al., 2024).

The second element of the model – content – becomes an object of strategic management. Content broadcast via AR must be technically high-quality and relevant to the cultural, linguistic and situational context. This means that hotel management must control not only the content of visualisations, but also the adaptation of content to a specific location, time of day, and customer interests and requests. High-quality content becomes a tool for informing and forming emotional attachment to the brand, which is especially important in the competitive environment of the hotel market (tom Dieck et al., 2024).

The context of AR functioning – the third component of the model – changes the perception of the spatial and temporal organisation of services. Managers are forced to rethink the logistics of the hotel environment, orienting it towards flexible interaction scenarios in which AR can ‘bring space to life’ depending on the customer's location. For example, when guests point their smartphone at a door number, they can receive information about the services provided or the room's history. At the same time, an AR menu appears automatically in the restaurant area. This requires perfect synchronisation between the physical environment and the digital layer and involves collaboration between the IT department, marketing and the hotel's operational structures.

The last component – the computing device – highlights the dependence of AR environment effectiveness on the type and power of the device used by the guest. Smartphones remain the primary tool for accessing AR, but with the spread of smart glasses, wearable gadgets, and voice interfaces, there is a growing need for multi-platform content support. Management strategies should provide technical support for AR integration, dynamic infrastructure updates, and staff training to support new service formats (tom Dieck et al., 2024).

At the same time, using AR poses several critical challenges for management. First and foremost is the issue of privacy: since AR technologies collect and process sensitive data about the user's movements, actions and preferences, it is necessary to ensure a transparent policy on the processing of personal data, as well as compliance with legal regulations in the field of privacy protection. The second important aspect is technical accessibility: the AR experience can be limited by the quality of the internet connection, outdated equipment or the lack of adequate infrastructure, which imposes restrictions on the scalability of solutions. Finally, marketing ethics need to be reviewed: an excessive number of AR messages or irrelevant content can make the customer feel intrusive, reducing loyalty and the impression of the service. Effective management requires balancing personalisation and minimising the information load on the guest (Ratynskiy et al., 2024).

Thus, the introduction of AR in hotel management causes technological shifts and structural changes in the management system: from strategic planning to operational support. The 4C model allows us to systematically understand these changes, focusing on the interrelationships between consumer behaviour, content quality, contextual conditions and the technical environment. Therefore, management in the context of AR technologies requires new competencies, interdisciplinary interaction and adaptive organisational structures, which are critical to ensuring the sustainable development of the hotel business in the digital age.

The prospects for using augmented reality (AR) in hotel management point to radical transformations in guest service's technological and conceptual dimensions. The future of this technology is linked not so much to its autonomous development but to its integration into a broader digital ecosystem landscape that includes artificial intelligence (AI), the Internet of Things (IoT), wearable devices, and cloud services. The synergistic combination of these technologies opens up a new level of personalised service, where AR acts as an interface between the physical environment of the hotel and its virtual services (Swiss Education Group, n.d.).

One of the key vectors for future development is the emergence of so-called 'smart rooms', in which AR interfaces will provide intuitive interaction with internal systems: lighting, climate control, multimedia (Kyrychenko, 2022). Thanks to integration with AI, such interfaces will adapt the space to the preferences of a particular guest, both based on previous data and in real time. For example, guests can use voice or gestures to adjust the temperature or select their preferred music, and the system will suggest content based on the user's cultural or emotional state (Swiss Education Group, n.d.).

The proliferation of wearable devices, such as brilliant glasses, will also influence changes in hotel service practices. Moving away from smartphones as the sole means of accessing AR will enable freer and more organic ways of communicating with the digital environment (Zhu et al., 2024). Guests will receive navigation instructions, information prompts or personalised messages in the context of their movements within the hotel without the need for manual intervention. Combined with AI, this will enable context-dependent services. For example, if a guest approaches a restaurant, the system can display an AR menu based on their dietary preferences or previous orders.

Special attention will be paid to sustainability aspects in the future. AR technologies will be important in raising customer awareness of environmental issues and the transparency of hotel ecosystems. With real-time visualisations, hotels will be able to inform guests about their resource conservation initiatives: water and electricity savings, waste sorting, and the use of biodegradable materials. This approach will not only increase brand trust but also promote ethical behaviour among consumers, including more informed service choices, loyalty to environmentally responsible operators, and the spread of sustainable consumption practices (Akçayır & Akçayır, 2017).

In general, the future of augmented reality in the hotel business goes beyond technological tools. It is about forming a new model of hospitality – one that is intelligent, context-sensitive, interactive, and sustainable. It involves

deep personalisation of service, seamless integration of the digital and physical environments, increased emotional engagement and, simultaneously, a high degree of responsibility – both in terms of guest privacy and the environmental footprint of hotel operations (Barten, 2024). In this context, AR is becoming an innovation and a marker of the transition to a new paradigm of management and consumption in the hospitality industry (Swiss Education Group, n.d.).

**Conclusions.** In today's environment, augmented reality (AR) is rapidly developing in hotel management, helping to transform the customer experience. In 2025, the global AR market will exceed \$50 billion, of which \$31 billion will come from the hospitality sector. AR is actively used for hotel navigation, exploring local attractions, viewing virtual rooms, translating menus, creating interactive 3D interfaces, and increasing personalisation, satisfaction, and customer engagement.

The integration of AR technologies has changed the traditional management system: the 4C model (consumer, content, context, device) has become a conceptual benchmark for forming a new management paradigm. Hotel operators are moving towards customer-centric solutions based on behavioural analysis, dynamic content management and the adaptation of services to the spatial and temporal context. Management must also consider confidentiality, technical accessibility and ethical marketing practices.

The prospects for AR in the hotel business are linked to deep integration with innovative technologies, AI, IoT and wearable devices. This will ensure full automation and contextual personalisation of services, promoting sustainable development and the formation of a new model of digital hospitality.

**Scientific novelty.** The scientific novelty of the research lies in the systematic justification of how hotel management adapts to the introduction of augmented reality (AR) technologies through transforming management models, functions and processes.

**Significance of the research.** The conducted research has practical and theoretical value, as it allows for comprehending the role of augmented reality as a tool of sociocultural influence in the hotel environment and identifying transformational processes in management practices under the influence of digital technologies. The analysis results can be used as a basis for developing strategies for digitalising hotel services, forming customer-oriented services, and updating hotel management training programmes in line with the modern challenges of the hospitality industry.

**Prospects for further research.** Further research should focus on the empirical evaluation of the effectiveness of AR solutions in hotels, the analysis of the impact of AR on consumer behaviour in different cultural contexts, and the

study of the integration of augmented reality into the personnel management system, operational processes and marketing strategies of hotel enterprises in the context of digital transformation.

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# 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

Original Research Article

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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

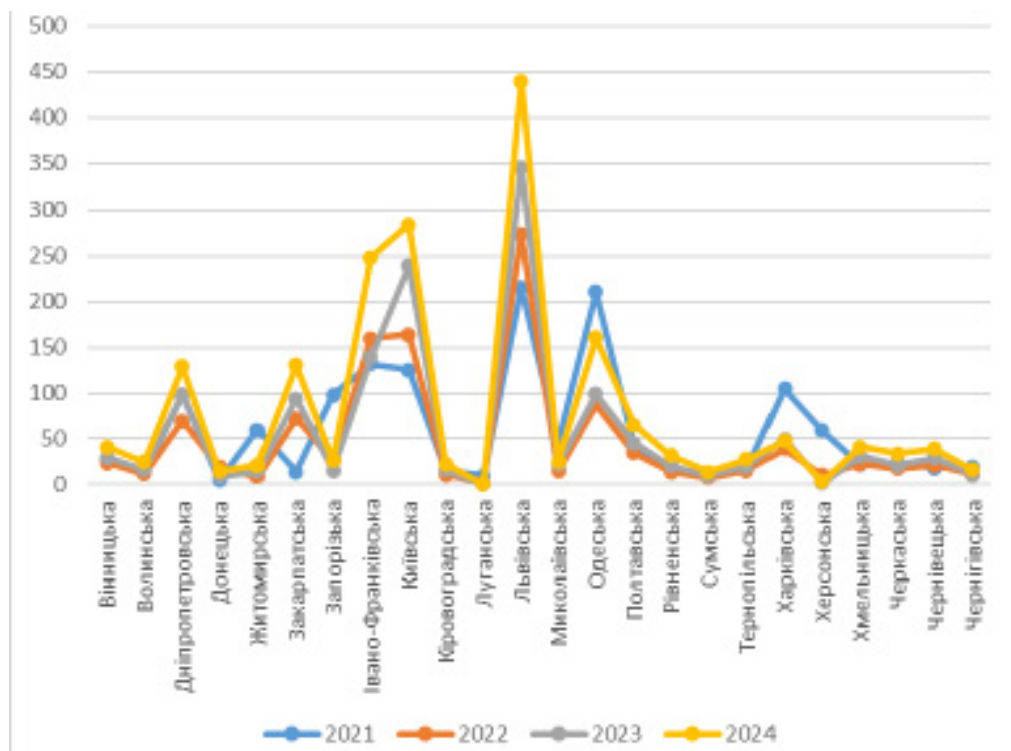
Domestic tourism during the war in Ukraine has formed the basis for developing the tourism industry. Every entity involved in tourism should strive to implement an effective system for promoting intangible cultural assets. At the same time, state support should focus on developing local tourism to stimulate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

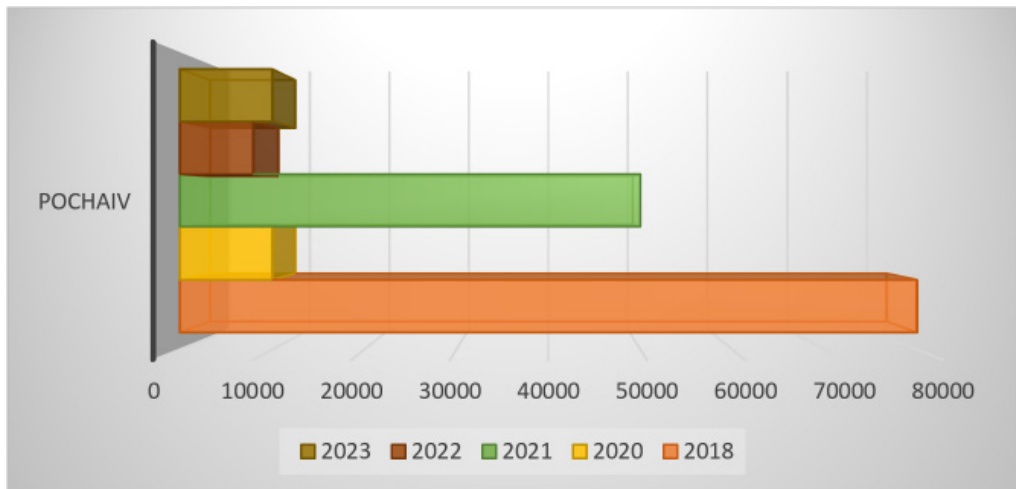
Each of these regions is characterised by its well-known pilgrimage centres, religious sites of national and regional significance, and hubs of cultural and artistic heritage. Tours can be targeted or exploratory. Tourists can also visit sites of intangible cultural heritage during combined trips.

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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## **Marketing of Sustainable Development in Educational Institutions of Ukraine in the Context of Cooperation with the EU (against the background of military circumstances)**

**Abstract:** *Introduction.* The armed conflict in Ukraine calls into question the achievements in sustainable development, environmental safety and international cooperation of European countries. Educational institutions are responsible for promoting sustainable development in all areas of their activities and society. Given Ukraine's aspirations to integrate European standards of quality of life and implement the principles of sustainable development, it is of particular importance to study the long-term and successful experience of the European Union with its further adaptation to the national economic context. *The purpose of the article* is to identify sustainable development marketing initiatives in higher education institutions of Ukraine. The methodological basis of the study is the analytical and empirical principles, which involve synthesis, modelling, historical and logical analysis methods. *The methodology* is based on an empirical review of scientific developments on marketing issues and cultural initiatives for sustainable development. *The results of the study* confirm the hypothesis that marketing of an educational institution has a positive impact on sustainable development in the country. *The scientific novelty* of the research results is that this study contributes to the growth of the sustainability discourse in the academic community and provides practical recommendations for educational institutions seeking to improve their marketing strategies in line with environmental and social responsibility goals. This article contributes to the literature by expanding the understanding of sustainability marketing in higher education and providing practical recommendations for Ukrainian higher education institutions seeking to improve their

**Original Research Article**

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marketing strategies in line with sustainability principles. The study highlights the link between sustainable marketing, student perceptions and the performance of higher education institutions. It aims to promote positive changes towards a more sustainable future in public higher education institutions.

**Keywords:** sustainable development marketing, ecology, stakeholder, management, EU, international support, higher education institutions, students.

## 1. Introduction

**The problem formulation.** The military conflict in Ukraine, triggered by the full-scale invasion of the Russian Federation in 2022, is not only a regional catastrophe but also a global challenge with far-reaching consequences. The loss of human lives, destruction of infrastructure and economic destabilisation are apparent. Still, the long-term environmental and systemic risks that extend beyond the war zone remain much less visible but no less critical.

The armed aggression against Ukraine has a significant destructive impact not only on the economy and the environment, but also on the education sector, which is one of the key elements of sustainable development. According to the Ministry of Education and Science of Ukraine (2022), more than 1,200 educational institutions were damaged or completely destroyed as a result of hostilities. Given the challenges of the times, the educational process is carried out mainly remotely, but not all higher education students have the proper conditions to receive educational services: some are in dangerous regions, others are deprived of technical means or stable Internet connection. This is compounded by regular air raids and power cuts, which make it impossible to continue the educational process. Thus, the war negatively impacts the implementation of the Sustainable Development Goals, particularly in terms of ensuring quality and accessible education for all. Given the above, the relevance of sustainability marketing in Ukrainian educational institutions is undeniable. At the same time, military circumstances highlight the need to rethink approaches to ensuring the sustainability of systems in the context of conflict threats. As a result, there is a danger of a new era of global instability, which requires in-depth scientific analysis. Implementing sustainability standards in education by universities complicates partnerships: European universities consistently integrate sustainability into their curricula. At the same time, double degree programmes create opportunities to share best practices in implementing education for sustainable development. Quality assurance policies and pro-



cedures should be adjusted to ensure such cooperation occurs and meets the partner's requirements. The question of how the implementation of international partnerships between HEIs, particularly within the framework of double degree programmes, contributes to the dissemination of sustainable curricula and relevant approaches to quality assurance in higher education remains poorly understood. For Ukrainian universities, this issue is complicated by the conditions of war. The question arises to what extent domestic universities retain the potential for cooperation and development, as the implementation of double degree programmes requires significant efforts to harmonise approaches to learning, teaching and assessment, as well as to revise international policies and procedures.

**State study of the problem.** Domestic scientific developments raise the issue of sustainable development marketing in all spheres of human activity. In particular, O. Khanova and S. Skibina (2017), M. Ruda and M. Mazuryk (2021), O. Kalantaievska (2021), Yu. Dovhan and L. Serednytska (2023) study the long-term and practical experience of the EU in implementing the concept of sustainable development marketing. Dovhan and Serednytska (2023) point out that sustainability marketing is not only useful for environmental protection and social justice, but also profitable. According to them, by implementing this marketing format, institutions have the opportunity to create a mutually beneficial relationship between their own business, consumer needs, the interests of society and environmental preservation (Dovhan & Serednytska, 2023).

N. Ushenko and A. Tupika (2025) analyse the adaptability and competitiveness of Ukrainian cities, particularly Kyiv, in the context of war. They focus on the trajectory of resilient development, which implies high resilience to risks and threats (Ushenko & Tupika, 2025, pp. 354–363). H. Kapinos and K. Larionova (2023) examines the problems of managing Ukraine's sustainable development through the prism of war conditions. The authors analyses different approaches to defining the concept of sustainable development and notes that they all contain a common idea of meeting the current generation's needs while considering future generations' interests (Kapinos & Larionova, 2023, pp. 93–103). S. Ulanova in her article 'Sustainable Development Against the Backdrop of the War in Ukraine' (Ulanova, 2023, pp. 250–252) and H. Myskiv and I. Pasinovych in their article 'Sustainable Development and Social Responsibility under war conditions in Ukraine' (Myskiv & Pasinovych, 2023, pp. 21–36) outlined the impact of the war on the goals of sustainable development and con-



sidered the position of social responsibility actors in responding to the military aggression against Ukraine.

Important theoretical aspects of sustainable development in education are the basis of research by many scholars (Casarejos et al., 2017; Aleixo et al., 2018; Fuchs et al., 2020; Zhou et al., 2020; Budihardjo et al., 2021). In particular, Latvian scientists I. Degtjarjova, I. Lapina and D. Freidenfelds see the effectiveness and improvement of the quality of education in project marketing, taking into account the challenges of time and addressing sustainable development (Degtjarjova et al., 2018; Arbula Blechich, 2024).

The theoretical basis for students as the main direct users of services in higher education institutions is based on the stakeholder theory presented in the research of M. Sandmaung and D. Ba Khang (2013). Students are seen as the main stakeholders and direct users of services in higher education institutions, and their needs and preferences should be taken into account when developing and implementing sustainable initiatives and programmes (Pedro et al., 2020).

Particular attention should be paid to the experience of cooperation between Ukrainian and British universities in wartime, considered in the publication by I. Skliar, M. Kostel, O. Melnyk and K. Bliumska-Danko (2025), as well as the transformation of the work of internally displaced higher education institutions, covered in the publication (pp. 86–99).

Having analysed the historiography of the studied issues, it is worth noting that the issue of marketing sustainable development in Ukraine's educational sector (considering current challenges and realities) has not yet received proper theoretical analysis. Since sustainability is an important issue worldwide, the integration of sustainability principles into the marketing strategies of educational institutions is becoming an urgent need.

**Unresolved issues.** Despite the growing importance of sustainability marketing in various sectors, there is a notable gap in the research literature on applying sustainability marketing practices in public higher education institutions. It has been found that the existing scientific literature contains only a minimal number of studies on the application of sustainability marketing in public higher education institutions, despite its recognised importance. As a result, in the modern field of domestic socio-cultural research, the issue of sustainable development marketing in the educational sphere has not had a full-fledged theoretical articulation. Accordingly, there is a need to improve the existing scientific and methodological approaches to conceptualising and defining the main

modern tasks of sustainable development marketing in Ukrainian educational institutions. This study aims to help fill this gap.

## 2. Purpose and methods

**The purpose and objectives of the study.** *The purpose of the article* is to identify sustainability marketing initiatives in higher education institutions of Ukraine. By studying this research problem, the study aims to fill a gap in the literature and provide empirical evidence of the positive impact of sustainability marketing on the activities of higher education institutions in terms of service quality.

In order to achieve this goal, the study aims to solve the following main *tasks*:

1. To analyse the current theoretical and methodological approaches to sustainable development in the educational sphere.
2. To study the experience of cooperation between Ukraine and the European Union in implementing the principles of sustainable development in the activities of economic entities in Ukraine.
3. To assess the impact of the war in Ukraine on the national system of sustainable development and environmental safety.
4. Consider the post-conflict reality to identify potential areas for adapting European practices to Ukrainian conditions.
5. To develop recommendations for integrating the principles of sustainable development into the strategy of Ukraine's educational trajectory.

**Methodology and research methods.** The methodological basis of the study is, first of all, a comprehensive principle that includes methods of analysis and empiricism, modelling, historical and logical methods, and statistical analysis.

**Research information base.** The study is based on theoretical and empirical information obtained from reliable sources. The results of previous studies conducted by the most famous scientists in marketing, political science, management and global governance were used as theoretical data. The materials of the documents of the UNECE Steering Committee on Education for Sustainable Development (ESD) in Geneva (Switzerland), 'Strengthening the Youth Education Platform for Sustainable Development', the development and implementation of educational programmes and trainings on the SDGs, sub-grant programmes for youth initiatives, the National Youth Forum, etc. were used. The empirical data on the subject of the study are based on the authors' observations and expert opinions of specialists in this field. The chronological boundaries of the study cover the last decade, with a small forecast for the next one.

### **3. Results and discussion**

#### **3.1. Marketing of sustainable development in higher education**

Education for sustainable development aims to acquire knowledge and skills that contribute to forming a new environmentally conscious society, forming new worldviews, attitudes, values, and promoting socially desirable, economically viable and environmentally balanced development (*Osvita*, n.d.).

Sustainability marketing in higher education is a strategic approach to promoting sustainability principles and practices in academic institutions to contribute to a more environmentally conscious, socially responsible and economically sustainable future for all stakeholders (Fuchs et al., 2020; Budihardjo et al., 2021; Meštrović et al., 2021).

Sustainability marketing in higher education encompasses a wide range of activities aimed at promoting sustainability principles, practices and initiatives in academic institutions. This approach recognises the unique position of higher education institutions as catalysts for social change and innovation that can influence their operations and wider societal attitudes and behaviours towards sustainable development. Sustainability marketing in higher education recognises the central role of students as key stakeholders in promoting sustainability initiatives. As a business and management function, marketing should improve organisations' management processes by aligning products and services with the needs of target markets, future generations and society.

Educational institutions are crucial in promoting sustainable development and equipping students with the knowledge and skills to address social, environmental and economic challenges (Hübscher et al., 2022). Higher education institutions use different strategies to engage stakeholders and demonstrate their commitment to sustainable development (Shawe et al., 2019).

These include integrating sustainability into academic programmes across all disciplines, promoting interdisciplinary research collaboration on sustainability-related topics and sustainability issues (Annan-Diab & Molinari, 2017).

#### **3.2. Corporate social responsibility of students as a component of sustainable development in higher education**

The focus of this study is to investigate the relationship between sustainability marketing and HEI performance through service quality from the perspective of students as direct users of services. Students represent an important stakeholder group whose perceptions and attitudes towards sustainability

marketing initiatives can provide valuable insights into the effectiveness and impact on the overall success of higher education institutions. Therefore, further research raises the issue of students' social responsibility as an important group of stakeholders in the educational process.

Higher education institutions must put students' interests first and design their programmes, services and policies to meet their diverse needs and expectations (Jongbloed et al., 2008). Increasingly, higher education institutions are integrating sustainability considerations into their strategic plans, governance structures and operations to address environmental challenges and meet stakeholder expectations (Aleixo et al., 2018).

The introduction of sustainable marketing practices in higher education reflects a broader trend towards corporate social responsibility (Arena et al., 2018). Students play an important role in shaping institutional policies, practices and culture. As consumers of educational services, they influence enrolment decisions, tuition fee revenues, and the institution's reputation. Consequently, educational institutions should adopt a customer-centric approach and focus on providing high-quality services that meet or exceed student expectations (Širola & Mihaljević, 2016). When evaluating higher education institutions, they attach great importance to environmental responsibility, social justice, and ethical leadership. Thus, students' perceptions, attitudes and behaviours towards sustainable development significantly impact institutional decision-making and strategic planning.

### **3.3. Marketing cases for Ukrainian higher education students**

On 29-31 May 2024, the 19th meeting of the UNECE Steering Committee on Education for Sustainable Development (ESD) took place in Geneva, Switzerland. The agenda addressed the challenges and achievements in implementing sustainable development marketing at the national level. The participating countries reported on the results of implementing sustainable development. They discussed strategies for educational activities in 2025 and action plans for the next period, developed an action plan to strengthen cooperation with other organisations and processes at the regional level, and discussed other issues.

Particular attention was paid to the military conflict in Ukraine as a tool for destroying national sustainable development. V. Kyrychenko, member of the UNECE Youth Platform on ESD, presented Ukraine's achievements in implementing education for sustainable development in 2023-2024, focusing on national priorities regarding the importance of sustainable development in the country. She noted the importance of international technical assistance pro-

grammes and projects to implement sustainable development and other related areas. Several best practices were presented in the following areas:

- Sustainable recovery, security and ESD;
- Non-formal education, youth leadership and EDC;
- WASH and EDC;
- Mental health and EDC.

Among the best practices, some initiatives coordinated by the Partnership Network ‘Education for Sustainable Development in Ukraine’ and its member organisations were noted (*19-te zasidannia*, n.d.).

According to the concept of sustainable development of Ukraine, strategies have been identified to ensure safety standards (availability of shelters and other important premises, restoration of buildings), flexibility of the educational process and reform of the educational system following EU requirements, support for the integration of internally displaced persons (IDPs), refugees, and other vulnerable groups (*Progress in implementing*, 2024, p. 5).

Curricula and educational resources related to strategic planning and financing the Sustainable Development Goals in Ukraine are constantly reviewed. An important component of the sustainable development trajectory is foreign training courses in strategic planning and financing for achieving the SDGs (*Progress in implementing*, 2024). Trainings for educators covering mental health and ESD are regularly held (*Progress in implementing*, 2024, p. 5).

Of the 32 educational components of the Ukrainian-language curricula reviewed, the majority (69%) were non-systemic, i.e., conducted on a one-time basis. The remaining 31 per cent of programmes are available on an ongoing basis on various online platforms (United Nations Development Programme, 2022).

Finally, the youth educational platform for sustainable development is being strengthened through the co-organisation of the National Youth Forum.

The project aims to promote the implementation of the UGP Youth Initiatives in Ukraine, supporting the activities of the Youth Advisory Group and disseminating best practices at the international level, including participation in the UNECE Sustainable Development Process. The project’s main objective is to develop the potential of young people, empower them and engage them in climate change action through training and implementation of their environmental initiatives in the field of education for sustainable development.

The project includes: a capacity building training campaign and a competition for youth environmental initiatives; support for several youth initiatives in local communities on climate change, sustainable urban solutions, sustainable

development, education for sustainable development; joint youth leader communication events; and international exchange of experience in education for sustainable development (United Nations Development Programme, 2022).

Sustainable marketing in higher education is becoming increasingly important in response to global environmental challenges and changing societal expectations. As institutions that educate and influence society, higher education institutions have a unique opportunity and responsibility to promote the principles of sustainable development (Casarejos et al., 2017; Zhou et al., 2020).

### **3.4. Double degree programme as a component of sustainable development**

Given the challenges of the times, domestic universities have been forced to reconsider their strategic goals, particularly internationalisation and the formation of sustainable development goals. As a result, international support from European universities has increased. Under these conditions, the initiatives have become an act of solidarity and compensating for lost potential.

This study is contextualised within the framework of the Twinning initiative, which, in partnership with British universities, has supported Ukrainian universities in various forms. The Business Administration in Organisational Transformation programme was implemented as part of the cooperation between Abertay University and Semen Kuznets Kharkiv National University of Economics. The Information Technologies for Sustainable Energy Engineering programme was implemented through the efforts of the University of London South Bank and Ivano-Frankivsk National Technical University of Oil and Gas. The programme ‘Marine Engineering of River and Sea Transport’ was implemented within the framework of cooperation between the University of Plymouth and Kherson Maritime Academy, ‘Psychological Wellbeing and Mental Health’ – within the framework of cooperation between the University of Nottingham Trent and Lviv Polytechnic National University, ‘Sustainable Agriculture and Food Security’ – within the framework of cooperation between the Royal Agricultural University and Sumy National Agrarian University.

Starting 1 September 2023, the UK and Ukrainian partners are implementing six double degree programmes (Dlouhá et al., 2018, pp. 4263–4276). The main objective of these programmes is to contribute to the debate on the internationalisation of the higher education sector and the implementation of education for sustainable development and the Sustainable Development Goals in higher education establishments (HEEs).



It was found that, despite some differences between the procedures, the principles underpinning internal quality assurance in Ukrainian universities are consistent with those of their UK counterparts. I. Skliar, M. Kostel, O. Melnyk and K. Bliumska-Danko (2025) noted that the double degree programme is characterised by interdisciplinarity, one of the challenges that must be considered in the educational process.

An important result of the study was the analysis of how participants assess the needs for continuing professional development related to the successful implementation of double degree programmes.

These needs were identified through an assessment of education for sustainable development and the implementation of student-centred approaches.

Further research could study the impact of double degree programmes on sustainable development in the country. In addition, comparative studies of different educational systems and cultural contexts could provide a deeper understanding of the global applicability of the findings.

## **Conclusions.**

The results of the study confirm the hypothesis that marketing of an educational institution has a positive impact on sustainable development in the country. Sustainable development marketing is a function of sustainable economic development, essentially a management tool. The empirical study has shortcomings and limitations related to the research approach and the processing and analysis of the collected data related to applying the quantitative approach. The study has limitations related to its implementation in only one state university and the inability to compare it with relevant previous studies, as it focuses mainly on the commercial sector and primarily covers only one of the three dimensions of sustainable development.

An important finding of the study was the analysis of how participants assessed the needs for continuing professional development related to the successful implementation of double degree programmes. Despite some differences between the procedures, the principles underpinning internal quality assurance in Ukrainian universities are consistent with those of their British partners. Skliar I., Kostel M., Melnyk O. and Bliumska-Danko K. (2025) noted that the double degree programme is characterised by interdisciplinarity, which is defined as one of the challenges that must be taken into account in the educational process. Since the results of research on the double degree programme are not considered in a time perspective, but only in the context of a given situation, and sus-



tainable marketing necessarily involves a long-term perspective, it is necessary to consider it in the future and to study the impact of sustainability marketing on the activities of higher education institutions over specific periods (longitudinal study). These needs are identified as assessment of education for sustainable development and implementation of student-centred approaches.

This article highlights the importance of sustainability marketing in higher education, focusing on students as key stakeholders. Further research could focus on the impact of the double degree programme on sustainable development in a country. In addition, comparative studies of different educational systems and cultural contexts could provide a deeper understanding of the global applicability of the findings.

By highlighting the importance of sustainable marketing in public higher education institutions, this study contributes to the growth of the sustainability discourse in the academic community. It provides practical recommendations for educational institutions seeking to improve their marketing strategies in line with environmental and social responsibility goals.

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## Specific Features of Marketing Strategy Implementation in Fashion Brand Promotion: The Ukrainian Case of Eye Comms LLC

**Abstract:** *Introduction.* The article examines the challenges and specifics of forming a marketing strategy for promoting fashion brands in the modern business environment. The focus is on strategic marketing tools and digital communications that shape brand positioning within creative industries. *The purpose of the study* is to examine the peculiarities of forming and implementing a fashion brand promotion strategy using the example of the activities of EYE COMMS LLC. *The research methodology* is based on a combination of theoretical analysis, case studies and content analysis of marketing campaigns. *As a result*, it was found that Ukrainian fashion brands are increasingly using value-based communication, digital platforms and narratives with elements of national identity to adapt to crisis conditions and global trends. Based on the practices of EYE COMMS LLC, practical approaches to branding, cultural integration and interaction with the target audience have been identified. *The conclusions* indicate that strategic flexibility, combining cultural code and innovative tools, significantly increases brand awareness and consumer loyalty. *The scientific novelty* lies in the synthesis of theoretical approaches and practical experience of a Ukrainian creative agency operating in wartime, with the subsequent formation of an applied model for sustainable fashion brand development.

**Keywords:** strategic marketing, fashion brand, brand formation, communication promotion, creative industries, EYE COMMS LLC company, digital marketing

## 1. Introduction

**Formulation of the problem.** In the context of intensifying competition globally and nationally, fashion brands are forced to quickly transform their marketing strategies in line with changes in consumer preferences, the active development of digital technologies and the growing influence of social media as the primary communication channel. Effective brand positioning in the fashion industry requires creative solutions and a well-structured marketing strategy that considers the target audience's characteristics, market trends and the specifics of the information space. Consumers' successful perception of a brand is primarily determined by its positioning accuracy, which shapes the audience's level of trust and emotional engagement.

EYE COMMS, a company specialising in developing marketing strategies in the fashion segment, is a relevant example of the practical implementation of modern communication approaches. Its activities include a number of applied solutions that deserve detailed study in order to identify practical tools for promoting fashion brands. At the same time, it should be noted that there is no established model for the strategic promotion of fashion brands adapted to the specifics of the Ukrainian market, which highlights the need for systematic research on this issue. In particular, there is concern about the relevance of the selected marketing tools to the real expectations of target audiences in a rapidly changing digital environment.

In this context, research into the peculiarities of the formation and practical implementation of a marketing strategy for promoting a fashion brand using the example of the activities of YEY COMMS LLS is particularly relevant. It combines theoretical understanding of key approaches to brand communication with the analysis of applied solutions that can be adapted to modern Ukrainian fashion market conditions. The expected result is the identification of effective promotion models capable of increasing the competitiveness of domestic brands in the creative economy.

The state of scientific development of marketing strategies for promoting fashion brands is determined by the high dynamics of their scientific study in the context of global transformations in creative industries. Contemporary research increasingly focuses on the specific features of strategic marketing in the fashion industry, where branding, the formation of emotional interaction with consumers and adaptation to changing market demands are of key importance. Considerable attention is paid to innovative practices in marketing, primarily the use of digital communication tools and social platforms as means of effective brand promotion.

Thus, the works of N. Kuzmynchuk, H. Pysarevska and V. Liashenko (2023), V. Butenko and A. Toiunda (2022) examine the concepts of strategic



marketing in conditions of economic turbulence, emphasising the need to combine a creative approach and digital technologies in the communication activities of enterprises. The authors emphasise that the effectiveness of a marketing strategy directly depends on the organisation's flexibility in implementing digital solutions and adapting to new formats of interaction with target segments.

A separate layer of research is devoted to studying Ukrainian fashion brands in the context of economic transformation and changes in the competitive environment at the national and international levels. In this context, the key research areas remain brand image building, increasing brand recognition, and ensuring stable and effective communication with the audience. In particular, L. Pronka and K. Tokar (2022) and N. Pavlishyna and H. Riasna (2017) systematise methods for building enterprises' competitiveness through strategically oriented marketing models.

In this context, the experience of EYE COMMS LLC is a valuable example for analysing the practical application of marketing strategies in the fashion industry. Research into the company's activities highlights the modern promotion tools used in the Ukrainian context. It traces the evolution of the strategic approach to brand communications, considering innovative and culturally determined practices.

**Unresolved issues.** Despite the growing volume of scientific research devoted to the problems of strategic marketing, the issue of adapting marketing strategies to the specifics of the fashion industry has not yet received adequate theoretical and practical consideration. In particular, the mechanism of brand identity formation in a digital environment, where visual images, communication through influencers, and socially marked brand messages play a significant role, remains insufficiently studied.

The modern digital landscape requires new image-building approaches, as consumers increasingly interact with brands in a visual-media format dominated by aesthetic, emotional and cultural factors. In this context, balancing achieving the brand's commercial goals and preserving its aesthetic integrity is particularly challenging, a defining characteristic in the fashion industry.

Thus, further research is needed to understand better the strategic combination of fashion brand aesthetic codes with digital communication tools. This will allow for forming a sustainable and relevant brand presence in the modern information space.

In addition, in the Ukrainian context, there is still a lack of practical models for building an effective marketing strategy that would cover traditional promotion tools and the latest digital technologies, such as social media targeting, collaboration with opinion leaders, virtual fashion shows, etc. The relationship

between brand positioning, visual identity and consumer behaviour in the fashion industry must also be clarified. The long-term effectiveness of marketing strategies in the fashion segment remains unresolved.

Companies often choose short-term campaigns focused on quick results, but do not form lasting mechanisms of brand loyalty, which is extremely important in the context of rapidly changing trends, when a brand's ability to maintain its competitive position depends on the flexibility and creativity of its promotion strategy. Thus, there is a need for a thorough analysis of approaches that can ensure the sustainability of brand recognition and attractiveness in today's market.

## **2. Purpose and methods**

**Purpose and objectives of the research.** This research aims to determine the specifics of forming and implementing a marketing strategy for promoting a fashion brand in the modern information environment. The analysis focuses on the activities of EYE COMMS LLC, an example of a creative company that implements innovative digital marketing tools, visual communication, and strategic positioning to create a recognisable and competitive brand in the fashion industry. Particular attention is paid to practical aspects that can be used by other representatives of the Ukrainian fashion segment as a model for adaptation to modern communication challenges.

The research objectives are as follows:

- to analyse the main theoretical approaches to the formation of a marketing strategy in the system of entrepreneurial activity;
- to systematise key strategies for promoting Ukrainian fashion brands in the context of market transformation;
- to investigate the practice of implementing marketing strategies in the activities of EYE COMMS LLC as an example of the applied implementation of brand communication concepts in the fashion industry.

**Research methodology and methods.** The methodological basis of the research is an integrated approach to the study of marketing processes in the fashion industry, combining the provisions of strategic marketing, brand management principles and digital communication tools. This approach allows for a comprehensive analysis of the interrelationships between strategic planning, brand positioning and the selection of relevant communication channels in today's information environment.

The research process involved using general scientific methods of analysis and synthesis, a systematic approach, comparative analysis methods, empiri-

cal data and content analysis of marketing campaigns implemented by EYE COMMS LLC. The selected methods ensured that the research met the set goals and objectives and allowed for theoretical and applied generalisation of the company's experience.

**Research information base.** The empirical basis of the research was provided by analytical materials, reports and presentation documents on the activities of EYE COMMS LLC, which reflect the peculiarities of marketing strategy implementation in the fashion communications segment. In addition, scientific publications by Ukrainian and foreign authors on developing strategic marketing, branding and digital promotion tools were used. Particular attention was paid to sources highlighting current brand positioning and communication trends in the context of creative industries.

### **3. Results and discussion**

#### **3.1. Theoretical foundations of marketing strategy**

In the context of economic transformation and growing competition, the importance of the marketing concept as a key tool for enterprise management is significantly increasing. The effective functioning of organisations requires targeted management of marketing activities, which, in turn, ensures stable market positioning, growth in sales volumes and increased profitability. However, in the Ukrainian market, enterprises often fail to fully use the entire range of marketing management tools, complicating their adaptation to a dynamic external environment and market volatility. The transition to market conditions has highlighted a number of systemic problems, including increased competition, ineffective management models, a shortage of qualified marketing specialists, and an unstable institutional environment (Kuzmynchuk et al., 2023).

Marketing management at the enterprise level is designed to create conditions for the effective promotion of goods and services, forming the basis for profitability growth and maintaining competitive advantages. In this context, developing a marketing strategy, which is a tool for implementing the overall development strategy of the enterprise, is of key importance. Strategic marketing allows a company to focus its management activities on meeting the consumer market's current needs, identifying the target audience's priority segments, and ensuring synergy between marketing, production, financial, and human resource processes.

Strategic marketing is critical in manufacturing sectors where consumer demand constantly changes. In response to these challenges, managers increasingly adopt strategically oriented management approaches, particularly by de-

veloping flexible marketing strategies. This approach is extremely relevant in a highly uncertain market environment, where companies face numerous risks, including rapid changes in market trends, product range overload without clear differentiation, and the growing influence of external factors on business activities (Butenko & Toiunda, 2022, p. 63).

The modern global economy requires companies to implement innovative approaches to strategic management. Growing competition in the global market necessitates actively using marketing tools and developing effective marketing strategies.

In today's environment, competitive advantages can be gained by optimising costs, increasing productivity and integrating marketing solutions into the enterprise's activities. The primary focus is on creating a competitive marketing strategy that allows for the improvement of the efficiency of the enterprise by focusing on satisfying consumer needs. Since the consumer is the source of profit, the strategic concentration of resources should be directed towards forming marketing strategies to ensure high competitiveness (Pronko & Tokar, 2022).

Strategic planning is a set of actions and management decisions to develop strategies that help a company achieve its goals. This process is an effective decision-making tool that promotes change and innovation in a company's activities. A properly chosen strategy allows you to make the most effective use of available resources, attract new ones and successfully promote products or services on the market.

In conditions of increased competition and growing consumer influence on the market situation, companies are forced to rethink their management approaches, which requires the active implementation of strategic marketing and management tools, the key of which is the formation of a marketing strategy focused on long-term success in a competitive environment (Pavlishyna & Riasna, 2017, p. 127).

In scientific literature, marketing strategy is seen as a coordinated plan of action aimed at achieving clearly defined marketing goals of a company. For example, F. Kotler (2022) sees marketing strategy as a systematic set of actions within a company's marketing activities that should ensure the implementation of strategic objectives.

In turn, J.-J. Lamben approaches the concept of marketing strategy as a continuous and structured process of analysing the needs of target segments, which involves the development of competitive products or services. This approach focuses on the ability of an enterprise to respond effectively to market demands, stay ahead of competitors in terms of consumer satisfaction and consider the audience's purchasing power (Kovalchuk, 2018, p. 158).

According to S. Voitovich, the most comprehensive definition of marketing strategy encompasses it as a long-term tool for achieving strategic marketing goals, based on the results of in-depth analytical research. Such a strategy is integrated into the overall strategic management system of the company, focusing on its key competitive advantages and based on a logically structured, consistent and cyclical management process (Voitovych & Potapiuk, 2011, p. 78).

In general, marketing strategy is interpreted as a strategic direction for the development of an enterprise, embodied in a long-term marketing plan, a defined set of actions aimed at achieving the set goals. In scientific discourse, the emphasis of different researchers varies, but what remains common is the understanding of marketing strategy as a component of strategic management that combines target planning with practical marketing policy tools (Struk & Kapral, 2023).

The content of a marketing strategy consists of identifying priority areas for the development of an enterprise, selecting target products or services, and developing mechanisms for their effective promotion and implementation (Melnyk, 2009, p. 215).

Marketing strategy is an integral part of the overall corporate strategy of a business system. Its formation is determined by several global market factors, among which the level of competitive pressure, industry characteristics, market potential, the company's competitiveness and the chosen market niche are fundamental. Within the globalised business environment, strategic marketing planning involves not only the development of key elements of marketing policy but also ongoing analytical support and flexible response to changes in market conditions. Adjustments to the marketing strategy become necessary if the planned performance results are not achieved, competition in external markets changes, new priority segments emerge, external conditions transform or consumer preferences change (Parkhomenko, 2022, p. 63).

In such conditions, marketing strategies must be adaptive, providing for various actions at different stages of strategic management. Consistency and coherence in selecting marketing decisions in a global context require synchronising goals, tools and control mechanisms, considering the level of internationalisation of management processes. This, in turn, creates the conditions for strengthening the position of business systems, ensuring their competitive advantages and strengthening stability in conditions of increased turbulence in the global economy. The success of strategic choices is primarily determined by the level of soundness of management decisions, their compliance with national

economic interests and their ability to strengthen economic security in the face of international competition (Korzh & Chub, 2017, p. 22).

Developing a marketing strategy involves a thorough analysis of its key components, including marketing objectives (sales growth, profitability, market share), as well as external factors (economic, political, socio-cultural, demographic, environmental) and internal parameters of the enterprise, including its resource potential, marketing competencies and level of competitiveness.

A marketing strategy has a number of defining components:

- the strategy is directly related to the main objective of the company or brand;
- forecasting and developing measures to achieve long-term results;
- it contributes to the formation of sustainable competitive positions in the market, relying on the internal resources and potential of the enterprise;
- it is primarily focused on satisfying consumer needs;
- its tools allow for a quick response to changes in the market environment;
- plays a leading role among functional strategies, as it ensures effective interaction between the enterprise and all market participants;
- serves as a basis for developing other functional strategies of the enterprise (Balanovska & Havrysh, 2013, p. 47).

The main objectives of the enterprise's marketing activities are:

- ensuring the practical application of marketing strategy in a highly competitive market, taking into account inflationary processes by involving the formation of a SWOT matrix based on a comprehensive SWOT analysis, as well as identifying promising areas of SMART specialisation within the Regional Development Strategy until 2027 and state programmes to stimulate the production of goods and services, which are implemented through budget financing.
- the ability to quickly adapt to changing economic conditions, both external and internal, by constantly searching for consumers of products, selecting optimal market niches and effective segments, as well as identifying factors for reducing the cost of manufactured products, actively developing commercial activities, in particular leasing property and trading in goods from other manufacturers (Bahorka & Ustik, 2022).

An effective marketing strategy for innovative development of an enterprise ensures the establishment of close ties between the manufacturer and the consumer at the stage of innovation development, takes into account the current needs of the target audience, which contributes to successful market entry with a high-quality product and an appropriate level of service for which there is



already or may be demand. The process of developing and evaluating a marketing strategy involves an in-depth analysis of the socio-economic environment in which the enterprise operates, as well as taking into account the social, economic, internal and external factors that influence the formation of innovative markets (Korniienko, 2023).

### **3.2. Key strategies for promoting Ukrainian fashion brands**

Strategies for promoting Ukrainian fashion brands are becoming particularly important in today's competitive market, where innovation, sustainability and cultural identity are at the forefront. In the context of globalisation, Ukrainian brands can make a name for themselves by effectively using digital platforms and social networks and creating unique images that combine tradition and modern trends. Promoting such brands requires a comprehensive approach that includes adapting to international requirements and attracting loyal consumers through emotional connection and high product quality.

The fashion industry is a promising component of the creative economy, which is rapidly developing thanks to the use of intellectual property. Fashion contributes to the formation of creative human capital both globally and in Ukraine. The creative economy is an important feature of modern society, manifested in 'economic relations that arise in the process of exchange and consumption of intellectual products based on intellectual property' (Davymuka & Fedulova, 2017, p. 57). The growth of creative industries and professions in the information society is becoming a key element in the formation of creative human resources. 'The experience of leading economically developed countries shows that creative human capital is becoming a determining factor in production and socio-economic development, gradually pushing other factors of production into the background' (Unknown, 2014).

Developing creative industries, one of the most important components of the intellectual economy in modern society, contributes to the introduction of technologies and innovations in various fields. A research study prepared by the Trade+ Foreign Trade Analytics Centre in 2019 states that "creative industries are key drivers of economic and social innovation. They support innovation in other sectors, provide creative ideas for new products, goods and services used in production processes, and contribute to the marketing support of innovative products. Thus, creative industries contribute to introducing new ideas and technologies in other areas, increasing their productivity and competitiveness" (Nikolaieva et al., 2021).



The fashion industry is important in stimulating innovative development in various economic sectors. The creative fashion industry, like other creative industries, ... contributes to innovation in numerous sectors (in particular industrial innovation) by providing creative ideas for new products (innovative content), goods and services used in production processes (e.g. software), as well as through marketing support for innovative products (innovative design, etc.). They also contribute to developing flexible, mobile and multidisciplinary networks, a project-based approach to the organisation of work processes, and the development of human capital and creative abilities (creative problem-solving skills).

Thus, creative industries contribute to introducing new ideas and technologies in other areas, increasing their productivity and competitiveness' (Babenko & Harashchenko, 2022, p. 155).

The fashion industry is constantly transforming under the influence of changing consumer preferences, dynamic trends and market fluctuations, which complicates the process of effective brand positioning. A lack of deep understanding of the needs and motivations of the target audience can lead to a loss of competitive position, reduced demand and mistakes in product portfolio development. In this context, target audience analysis is a strategically important tool for brand development in the fashion industry.

Market segmentation allows you to identify key consumer groups based on age, lifestyle, income level, and cultural references. For example, brands targeting a young audience focus on design relevance and affordability, while premium brands emphasise aesthetics, sophistication and status positioning.

Studying consumer motivational factors helps to understand the reasons behind their choice of specific brands, particularly regarding priorities such as environmental friendliness or exclusive design. Analysing attitudes towards the clothing selection process allows us to determine whether it is appropriate to integrate innovative solutions or stick with classic models.

Such approaches significantly increase the competitiveness of brands in the ever-changing fashion market (Kass & Pashkevych, 2024, p. 115).

The consumer market segmentation for fashion clothing is based on various criteria, each of which has its own characteristics and is applied according to the goals and objectives of the manufacturer or distributor of the fashion product. In marketing practice, a single criterion or a combination of criteria can ensure more accurate product positioning.

**The main segmentation criteria include:**

1. **Geographical criterion** – involves dividing the consumer market according to territorial characteristics: regions, cities, population density and other spatial characteristics.

2. **Demographic criteria have a decisive influence on the perception of fashionable goods and include** parameters such as age, level of education, religious affiliation, family life cycle stage, income, etc.

3. **Attitude towards the product** – focuses on assessing consumer behaviour in interaction with the product, particularly the level of consumption intensity, brand loyalty and willingness to make a purchase.

4. **Consumer style** – covers individual habits and purchasing behaviour patterns, allowing the perception of new fashion products among the target audience to be predicted.

5. **Psychographic criteria** – based on the study of value orientations, personal interests, social roles and lifestyle of consumers that form a specific behavioural model.

6. **Individual-personal criterion** – considers individual consumers' unique psychological and behavioural characteristics, which may constitute separate micro-segments of the market. This approach is particularly relevant in the case of customised production or the development of individual collections in the *haute couture* format (Chuprina, 2015, p. 75).

The fashion industry has changed its approach to advertising, moving away from simply beautiful photoshoots to taking responsibility for what it offers the world. Brands no longer inform their target audience but bear social responsibility. Fashion has come under fire for polluting the environment and promoting a limited view of beauty that only depicts thin, young, white women. As a result, society has begun to demand more diversity and social responsibility from brands.

Many brands are now actively developing sustainable practices. For example, Adidas and Stella McCartney produce collections made from recycled materials, and Patagonia teaches consumers to buy less and donate old clothes for recycling. At the same time, some fast-fashion brands, such as H&M, despite claiming to be socially responsible, have faced criticism for their working conditions and exploitation.

There is still great potential for change in the fashion industry, especially regarding diversity on the catwalk. Brands that create clothing for transgender men and collections for plus-size models are examples of how fashion can be-

come more inclusive, but big brands still have significant room for change (*Yak svit mody*, 2019).

In crisis market conditions, fashion brand promotion strategies are adapted to external and internal factors of the marketing environment, such as rising prices, falling demand and reduced advertising budgets. The transition to less costly promotion channels, such as internet marketing, CRM marketing, referral marketing and cross-marketing, allows brands to reduce costs and interact more effectively with their target audience (Chaban et al., 2024, p. 193).

The Ukrainian fashion business is experiencing difficult times due to the crisis, declining demand, logistical problems and product shortages. Brands adapt to the new conditions, changing their product ranges and strategies. For example, due to inflation and rising logistics costs, brands are using more affordable materials and shifting focus to comfortable clothing for everyday wear. Changes in the lifestyle of Ukrainians, particularly freelance work and power cuts, contribute to increased demand for comfortable clothing.

Some brands, such as Marsala and Once, have repurposed their facilities to manufacture products for the military, allowing them to find new market niches. Others, such as Kachorovska, have adapted to military themes and then returned to their regular product range. At the same time, The COAT and Nadya Dzyak are actively developing international markets through collaborations and pop-up stores in Europe.

For Ukrainian brands targeting the global market, using marketplaces such as Etsy and a white label strategy that allows them to work with international companies is important. The Guzema Fine Jewelry brand has successfully adapted to changes, maintained its presence in international markets, and actively supported charitable initiatives. The Ukrainian fashion business continues to develop, seek new opportunities and partnerships, and demonstrate resilience in the face of war (Doroshevska, 2023).

TTSWTRS is a Ukrainian brand that has gained popularity thanks to its innovative design and collaboration with well-known influencers and celebrities. The brand has attracted a global audience, particularly in the United States, Ukraine, and Asia, through participation in international fashion shows and active use of social media. The basis of its success is its original design, particularly bodysuits with tattoos on fabric, which attract the attention of fashion lovers and critics. In addition, the brand collaborates with the media and journalists, which helps to create the desired image and increase popularity.

Brand founder Anna Osmekhina, who began her styling and costume design career, created TTSWTRS in response to the need for comfortable and stylish clothing. The brand has become well-known on the global fashion scene thanks to successful PR, expanded production, and collaborations with international concept stores (Yevladenko, 2023).

With the onset of the war and economic difficulties, many Ukrainian brands, such as VOVK, Must Have, and Arber, have demonstrated their ability to adapt and expand their business domestically and abroad quickly. For example, Arber opened its first store in Georgia in November 2022, and VOVK continues actively expanding its network. In addition, the growing demand for Ukrainian goods in countries such as Poland provides new opportunities for domestic producers seeking to make a name for themselves internationally.

Platforms, in particular Vsi.Svoi, are focusing on physical multi-brand stores, which provide an opportunity to promote Ukrainian brands. Despite the financial difficulties associated with the pandemic and the war, Vsi.Svoi could resume its activities and continue working in Kyiv, attracting new consumers. Their concept was so successful that many Ukrainian brands could fill the niche left by foreign retailers who left the market due to difficult conditions.

Ukrainian brands such as Must Have and Giulia are adapting to the new conditions, quickly changing their strategies and responding to market needs. Companies have reduced the scale of their collections and focused on more compact but relevant models. For example, Must Have switched to producing tactical clothing for the military and expanded its range with patriotic goods, allowing it to maintain its market share and attract new consumers even in the most difficult times (Symonenko, 2023).

The low effectiveness of branding by domestic fashion manufacturers is due to the fact that companies often fail to take important factors into account. In today's market, creating a brand that covers the entire segment is virtually impossible, so it is important to focus on a specific target audience. The brand concept should be based on a precise and unique positioning that is important to consumers, understandable and possible to defend strategically. Brand development takes at least six months, and maintaining it requires significant ongoing investment, a high level of technological culture within the company, and a culture of quality.

The success of a fashion brand on the market depends on a well-formed portfolio of brands, whose functioning must be well thought out and consistent with the overall strategy. To do this, it is important to have a successful team capable of developing a conceptual idea for the brand and determining ways to

promote and popularise it. In addition, it is important to adapt global experience in brand creation to ensure competitiveness in the market. Aggressive brand growth, improved visualisation, a creative approach to communications, and the attraction of loyal consumers contribute to successful branding development in the Ukrainian fashion market (Frolov, 2021, p. 362).

### **3.3. EYE COMS LLC's experience creating visual identities for Glovo Ukraine and DTEK Group of Companies**

EYE COMS LLC's practice in shaping the visual identity for Glovo Ukraine and DTEK Group is an excellent example of successfully adapting corporate missions and visions through unique design that shows off each brand's values. The company used innovative approaches, combining creativity and strategic vision to create images that harmoniously blend with both brands' marketing goals and target audiences. Let us start by looking at the specifics of creating a creative project for the DTEK group of companies.

The DTEK Group is implementing the Energy Ornament project to strengthen the link between the company's corporate culture and Ukrainian national traditions. Through a series of initiatives – a flash mob, a virtual exhibition of embroidered shirts, the creation of a unique ornament, educational events and collaboration with Ukrainian designers – the company demonstrates its openness to culture, innovation and social values. This project supports national identity and shows that DTEK is a modern energy leader who cares about its environment and values its team.

The initiative's primary goal is strengthening the company's internal unity, building trust among employees and stakeholders, and promoting DTEK's values as an innovative and socially responsible organisation. The project contributes to increasing employee loyalty and motivation and a deeper understanding of the company's mission, which combines Ukraine's cultural heritage with a vision of a sustainable energy future.

Cultural code is fundamental to a nation's self-awareness, ensuring continuity between generations. It encompasses the knowledge, traditions, values and beliefs that shape a society's identity. Its role becomes crucial when people seek support in history and heritage during times of change and instability. Like a 'patterned hard drive, the cultural code stores the most valuable information about the past and passes it on to the future. Through culture, we gain a deep understanding of our origins and develop the ability to move forward. The 'Energy Ornament' concept, which combines elements of traditional Ukrainian culture

with the current corporate identity of DTEK, serves as a symbolic link between historical heritage and the vision for future development. The main element is the Tree of Life, which symbolises the connection between generations, the development of the brand and its mission as a generator of energy and change. The ornament visualises the key stages of DTEK's history, weaving them into the national cultural code through symbols from nature, folklore and regional heraldry. The pixel style adds a contemporary feel to the design, reflecting the company's technological expertise and strategic focus on innovation and sustainability. Thus, the ornament becomes a unique visual code emphasising DTEK's values and deep connection to Ukrainian culture.

In Ukrainian culture, the tree of life symbolises vitality, fertility, the connection between generations and harmony with nature. For DTEK, this image embodies the ideas of joint development, mutual support, environmental responsibility and devotion to the Ukrainian land. The tree's symbolism conveys the unity and cohesion of the company's team and its commitment to sustainable growth through innovation and the preservation of cultural heritage. The spiritual dimension of this image reflects respect for traditions, the experience of predecessors and the desire to build a better future.

The Energy Ornament project covers a wide range of work to create a comprehensive cultural and communication product for DTEK. The main element was the development of a visual Energy Ornament, considering the concept, storytelling, design and symbolic elements. Production work played an important role: a video presentation for the company's anniversary was created, which included script development, storyboarding, animation and final editing. At the same time, educational sessions with an ethnographer curator, lectures for employees, streams and dialogues were held to reinforce the value dimension of the project. The copywriting part was also implemented: writing texts for announcements, press releases and the 'Ornament of Energy' itself. The final stage was creating a concept for a web store with unique merchandise, site architecture and visual design.

The Energy Ornament is a unique project that combines the depth of Ukrainian cultural tradition with the innovative essence of DTEK. The central element of the composition is the Tree of Life, a symbol of unity between generations, fertility, strength and development, which also embodies the company's DNA. During the creation of the ornament, authentic elements were developed to symbolise deep roots, a connection with nature and national heritage, and technological motifs representing DTEK's modern movement towards innovation and



sustainable development. The project was implemented with the participation of folklorist Yaryna Syzyk, who gave it depth and authenticity.

As part of the Energy Ornament project, copyrights were developed to emphasise the depth and meaning of the symbols in DTEK's cultural code. A press release on Embroidery Day marked the official launch of the initiative, in which the ornament appears as a visual embodiment of the company's values, mission and history. Announcements of educational sessions with ethnographer Yaryna Syzyk aim to involve employees in creating the ornament through the interaction of knowledge and collective creativity. Informative texts were also developed to explain the meaning of each element of the Energy Ornament about DTEK's activities. Each copyright strengthens the link between Ukrainian cultural heritage and the company's modern identity.

As part of the project, a comprehensive course of educational lectures was created and implemented in collaboration with curator and ethnographic heritage researcher Yaryna Syzyk. The course covered aspects of cultural code, the symbolism of Ukrainian ornamentation and how it can be interpreted in the context of DTEK's modern corporate identity.

Live streams and open dialogues with representatives of business units ensured the active involvement of over 200 employees, including HR specialists. The educational cycle became a platform for exchanging ideas, generating creative solutions and jointly forming the concept of Energy Ornament.

As part of the video production for the Energy Ornament project, we developed a concept, script and storyboard that visualise the key ideas behind the project. The team also created animated elements, selected background music and conducted test graphics generation. The final video is currently being edited. The video presentation will be important to DTEK's cultural code communication before the company's anniversary. Educational activities continue in parallel, with dialogues involving more than 200 employees and HR professionals.

The DTEK online store is a space where employees can find branded products that reflect the company's values, mission and cultural code. The project is designed to meet the need for high-quality merchandise and unite the team around the idea: 'Light starts with you.' This is a step towards creating an internal movement of self-identification, where every item in the store embodies the energy of action, the heritage of Ukrainian traditions and DTEK's modern approach to social responsibility.

The store operates according to a convenient and transparent algorithm: from browsing the catalogue to placing an order using a special form. After



confirming the order, the customer receives payment details sent in a convenient format. Part of the proceeds from each purchase is automatically donated to charity, allowing employees to contribute to an important social mission through their purchases.

The product catalogue is divided into convenient everyday use and gifts categories: 'For Work', 'For Children', 'Style', 'Gifts', and 'Trinkets'. The online store is more than just a platform for sales; it is a symbol of unity, inspiration, and a means of strengthening the DTEK brand among internal and, subsequently, external audiences.

Two possible technical solutions were considered for creating the DTEK online store, each with its characteristics and limitations. The WIX platform is suitable for quick implementation in the first stage, as it has easy-to-use templates, a user-friendly interface and minimal functionality for a small store. However, its limitations include the inability to keep inventory and accounting records and the lack of payment functionality directly on the website. The second option is to use SharePoint Online, which allows you to create a product catalogue and place orders for DTEK employees. However, this platform does not support online payment, which makes it less convenient for a fully functional online store.

As part of its cooperation with Ukrainian manufacturers, the store can offer diverse products, such as goods from brands that actively support social initiatives. For example, Dodo Socks manufactures socks and underwear, focuses on Ukrainian identity and support for the army, and donates part of its profits to the Ukrainian Armed Forces. Creative Depo, a Ukrainian brand from Kyiv, combines streetwear with classic elements in its collections and actively supports the military. 4TEAM CLOTHING from Kharkiv produces high-quality clothing, with part of the profits from sales going to social projects and military aid. All these brands can become part of the online store's assortment, emphasising social responsibility and support for national producers.

The DTEK store website is where company employees can find exclusive merchandise that reflects the corporate values and mission of 'light.' It offers a stylish range of everyday items and gifts that emphasise the brand's innovative spirit and Ukrainian identity. Each product has its own story and symbolises a contribution to a common goal.

The development of a visual ornament for Glovo Ukraine aimed to create a unique and easily recognisable graphic element that combines current trends in modern design with Ukrainian ethno-cultural traditions. The proposed ornament represents the dynamics and efficiency of the delivery service, which are

characteristic features of the company, while emphasising its integration into the national cultural context. Using motifs associated with movement and transformation helps create emotional engagement with customers and strengthen their associative connection with the brand. Each element of the ornamental composition has been carefully thought out to support Glovo's positive image as an innovative and socially responsible company in the Ukrainian market.

The pattern for branded embroidered shirts was created considering the aesthetic principles of Ukrainian tradition, but in the context of modern style. Cream-coloured stretch linen was produced, ensuring high ergonomics, comfort and visual elegance. The ornamental composition is realised in delicate graphics, emphasising natural and national-cultural symbols, forming a harmonious synthesis of authenticity and modernity. Separately designed versions of women's and men's embroidered shirts with different ornamentation emphasise the wearer's individuality. These products are versatile: they are appropriate for formal and everyday contexts.

The ornamental solutions for embroidered shirts are based on the principles of symbolic design, in which traditional imagery is reinterpreted through the prism of contemporary graphic thinking. Every detail of the embroidery has a semantic meaning, emphasising the connection with natural images and the spiritual heritage of Ukrainian culture. Premium packaging complements the brand concept, emphasising the uniqueness of the product and its high quality. At the same time, environmentally friendly materials that meet current sustainable production standards are used. The packaging design retains its aesthetic appeal and serves as an emotional enhancer of the brand's image, becoming a full-fledged gift item for those who appreciate Ukrainian style and cultural identity.

## **4. Conclusions**

In the course of studying the topic 'Features of the marketing strategy for promoting a fashion brand (based on the example of EYE COMMS LLC), the following conclusions were formulated:

1. It has been established that marketing strategy plays a decisive role in ensuring the sustainable development of an enterprise, as it allows resources to be systematically focused on achieving strategic goals and maintaining growth dynamics. A comprehensive marketing strategy covers the entire spectrum of a company's activities: from identifying target market segments to developing operational measures to attract consumers and strengthen competitiveness. The flexibility and adaptability of the strategy to changes in the external envi-

ronment are critical conditions for the effective functioning of an enterprise in a competitive market. Regular updates, analytical support and adjustments to marketing activities ensure a timely response to changing market trends and allow for a more complete response to the current needs of the target audience.

2. Research has shown that the promotion strategies of Ukrainian fashion brands should be based on a combination of national identity, innovative methods and practical marketing tools. The active use of digital platforms, cooperation with international influencers and participation in global fashion events are key to increasing brand awareness. In addition, implementing sustainability and ethical principles is an important direction that helps strengthen consumer loyalty. For successful promotion, it is necessary to clearly define the target audience and adapt the product accordingly through personalisation. Given the great potential of Ukrainian fashion on the international market, it is important to use local cultural elements as a competitive advantage.

EYE COMMS has demonstrated high creative expertise and professional competence in developing a comprehensive corporate visual identity for Glovo Ukraine and the DTEK Group of Companies. In the case of Glovo, a visual identity was created that effectively represents the brand's innovation and dynamic nature, helping to increase its market recognition and form a strong emotional connection with consumers. An identity solution was developed for DTEK that emphasises such value characteristics as stability, reliability, and attractiveness to investors, harmoniously integrating them into the overall corporate strategy and reflecting the key principles of the brand. In addition to logos, significant attention was paid to visual attributes – colour palettes, typography and graphic elements – that complement the identity concept. The relevance of their design approaches distinguishes both cases, their compliance with modern visual trends, and their adaptability to a multi-platform environment, which ensures the brands' consistent visual integrity and flexibility in the communication space.

**Scientific novelty.** For the first time, using the example of the Ukrainian creative agency EYE COMMS LLC, practical approaches to forming a marketing strategy for promoting a fashion brand have been systematised, taking into account the national cultural code, digital technologies and crisis conditions of business operation. The work combines the theoretical foundations of strategic marketing with practical cases, creating an adaptive branding model for companies in the fashion industry in Ukraine.

**Significance of the research.** The research results can be used as a methodological basis for specialists in marketing, brand management and fashion

communications. They contribute to understanding the mechanisms of fashion brand promotion in economic transformation, war and digitalisation. They can be adapted by small and medium-sized businesses to increase brand awareness, audience loyalty and sustainability in a competitive market.

**Prospects for further research.** Promising areas for further research in marketing strategies for brand promotion in the fashion industry include an in-depth analysis of the effectiveness of digital tools, particularly social media marketing (SMM) and search engine optimisation (SEO), as key factors in attracting new target audiences. Special attention should be paid to ethical standards and sustainable development principles in shaping consumer loyalty and strengthening brand positioning in international markets. The scientific discussion should also focus on the personalisation of marketing communications based on consumer data analysis to increase the relevance of campaigns and maintain the competitiveness of brands in a dynamic market environment.

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## UKRAINIAN ABSTRACTS

Anna Romanova, Sean McGinley

### “Tourism as a Tool of Recovery of Ukrainian Communities: Economic and Mental Healing” pp. 4-22

Анна Романова, Шон Макгінлі  
«Туризм як інструмент відновлення українських громад: економічне  
та ментальне оздоровлення»

**Анотація:** *Вступ.* Повномасштабне вторгнення Росії в Україну у 2022 році спричинило руйнівні наслідки для інфраструктури, економіки та людського капіталу. Окрім видимих збитків, війна завдала глибокої психологічної травми, включаючи підвищену тривожність, хронічний стрес та посттравматичний стресовий розлад (ПТСР), що, як очікується, матимуть довготривалі наслідки для процесу відновлення України. У цьому контексті туризм розглядається як інструмент подвійного відновлення – економічного поживлення та ментального оздоровлення. *Мета і методи.* Метою цієї статті є дослідження того, як туристична галузь може сприяти відновленню українських громад під час війни та в післявоєнний період. Методологічну основу становлять теорія полюсів зростання (Growth Pole Theory) і гіпотеза туризморієнтованого зростання (Tourism-Led Growth Hypothesis, TLGH). У дослідженні застосовано змішаний підхід: аналіз світових кейсів розвитку туризму у постконфліктних зонах, порівняльна оцінка туристичних інвестицій та контент-аналіз українських політик щодо відновлення громад. *Результати.* Результати дослідження свідчать, що розвиток туризму сприяє економічному відновленню через покращення інфраструктури, створення робочих місць та підтримку місцевого підприємництва. Одночасно туризм відіграє важливу роль у допомозі психічному здоров'ю населення, яке постраждало від війни, шляхом підвищення стресостійкості та зменшення симптомів ПТСР, тривожності, депресії, порушень сну й агресивної поведінки. Розроблена Комплексна модель впливу туризму на відновлення громад після травматичних подій ілюструє, як туризм поєднує економічні та ментальні переваги і сприяє розвитку людського капіталу. У статті представлено цілісну концептуальну модель впливу туризму на відновлення громад. *Висновки.* Туризм може стати стратегічним інструментом інтегрованого відновлення України. Завдяки одночасній підтримці економічного розвитку та ментального оздоровлення туризм забезпечує як короткострокові, так і довгострокові переваги. У статті надано рекомендації щодо впровадження спеціалізованих програм терапевтичного, природного та меморіального туризму у межах стратегії повоєнної відбудови України.

**Ключові слова:** туризм, ментальне здоров'я, економічне відновлення, стійкість, ПТСР, Україна, ветеранські тури.

**Valentyna Rusavska, Olena Zavadynska, Liliia Honchar, Iryna Holubets**  
**“Quality Management in Restaurant Businesses: Theoretical Bases**  
**and Modern Methodological Approaches”**

**pp. 23-45**

**Валентина Русавська, Олена Завадинська, Лілія Гончар, Ірина Голубець**  
**«Управління якістю в закладах ресторанного бізнесу: теоретичні засади**  
**та сучасні методологічні підходи»**

**Анотація:** *Вступ.* У сучасних умовах система управління якістю активно застосовується як економічний інструмент підвищення ефективності діяльності підприємства. Вона відповідає вимогам і рекомендаціям, визначеним у міжнародних стандартах ISO серії 9000, і виконує функцію наскрізного структурного елемента загальної системи управління підприємством. Її основою є процесний підхід, що реалізується через планування, забезпечення, контроль і постійне вдосконалення якості з метою досягнення стратегічних цілей. *Мета і методи.* Метою дослідження є аналіз методологічних підходів до системи управління якістю, вивчення сучасного стану її впровадження та нормативно-правового забезпечення на основі стандартів ISO серії 9000 в Україні у контексті управління якістю сервісно-виробничої діяльності підприємств ресторанного бізнесу. В процесі дослідження застосовано методи логічного узагальнення, системний підхід, системно-структурний і функціональний аналіз. *Результати.* У статті досліджено методологічні підходи до управління якістю продукції та послуг у ресторанному бізнесі на основі міжнародних стандартів ISO серії 9000. Проведено ґрунтовний аналіз чинного нормативно-правового забезпечення системи управління якістю відповідно до міжнародних стандартів ISO серії 9000 в Україні, що стало методологічною основою дослідження. Проаналізовано теоретичні засади та практичні аспекти становлення системи управління якістю, а також закономірності розвитку ключових концепцій, зокрема TQM, які в поєднанні з вимогами ISO 9000 сприяли формуванню інтегрованих моделей менеджменту. Розглянуто систему управління якістю як економічний інструмент забезпечення ефективності діяльності підприємств, розкрито процесний аспект її впровадження. Визначено основні чинники, що зумовлюють необхідність впровадження системи управління якістю на підприємствах ресторанного господарства. *Висновки.* Міжнародні стандарти ISO серії 9000 формують узгоджену систему нормативів, орієнтовану на ефективне управління якістю, що ґрунтується на ключових управлінських принципах. Основою функціонування системи управління якістю постає впровадження комплексу превентивних заходів, спрямованих на запобігання невідповідностям у сервісно-виробничих процесах підприємств ресторанного бізнесу. Дотримання вимог ISO 9000 дає змогу підприємствам демонструвати здатність забезпечувати якість продукції та послуг, що відповідає як очікуванням споживачів, так і обов'язковим нормативним вимогам.

**Ключові слова:** якість, управління якістю, система управління якістю, якість продукції, якість послуг, міжнародні стандарти ISO 9000, методологічний підхід.

**Olena Liseienko, Oksana Petinova, Tetiana Poplavska, Halyna Wright**  
**“Concept of Cultural Practices in the Context of Social  
and Cultural Activities Management”**

**pp. 46-58**

**Олена Лісєєнко, Оксана Петінова, Тетяна Поплавська, Галина Врайт**  
**«Концепт культурних практик у контексті менеджменту соціокультурної діяльності»**

**Анотація:** *Вступ.* У сучасному науковому дискурсі зростає інтерес до концептуалізації культурних практик як феномену соціокультурної дійсності. Особливу увагу приділено вивченню як усталених (традиційних), так і інноваційних форм культурних практик у різних сферах суспільного життя. Саме через культурні практики, зокрема у сфері дозвілля та споживання культурного продукту, відбувається самоідентифікація індивідів, формування особистого стилю життя та способів самовираження у приватних і публічних просторах. *Мета і методи.* Мета статті – дослідити концепт культурних практик як феномену соціокультурного буття людей, окреслити ключові чинники менеджменту соціокультурної діяльності. Методологія дослідження передбачає використання загальнонаукових методів формальної логіки (дедукції, індукції, аналогії, синтезу), аналізу наукових підходів дослідників з різних країн щодо низки аспектів обговорюваної проблеми, а також соціокультурного методу для визначення культурних практик як особливого типу соціального явища. *Результати.* Концепт культурних практик є теоретичним відображенням основ соціокультурного буття людства. Запропоновано авторське визначення концепту культурних практик як інтегральної системи взаємодій і комунікацій між індивідуальними та колективними соціальними суб'єктами, специфічного поля реальних культурних подій, які відтворюють і продукують соціальну (культурну) реальність у приватній та суспільній сферах. *Висновки.* На основі даних соціологічних досліджень Інституту соціології НАН України 1992–2024 рр. і комплексної аналітичної роботи «Культурні практики населення України в умовах війни», проведеної за фінансової підтримки Українського культурного фонду у 2023 році, проаналізовано особливості культурних практик населення України. Наголошено на необхідності подальшого розроблення методологічних і методичних підходів до вивчення культурних практик у контексті менеджменту соціокультурної діяльності, зокрема в аспектах дозвілля та культурного споживання у традиційних та інноваційних (імерсивних) формах.

**Ключові слова:** культура, культурні практики, індивідуалізація, віртуалізація, менеджмент соціокультурної діяльності.

**Olha Danylenko, Maryna Bratitsel, Valerii Osiievskyi**  
**"Socio-Cultural Contradictions in the Development of the Regional Restaurant**  
**Services Consumer Market in Ukraine"**

**pp. 59-70**

**Ольга Даниленко, Марина Братіцел, Валерій Осієвський**  
**«Соціокультурні чинники розвитку споживчого ринку**  
**регіональних ресторанних послуг в Україні»**

**Анотація:** *Вступ.* Розвиток регіонального ринку ресторанних послуг в Україні відбувається в умовах складної взаємодії між очікуваннями споживачів, обмеженими економічними можливостями бізнесу та реаліями культурного середовища. З огляду на це актуальним є дослідження соціокультурних чинників, які впливають на формування і трансформацію споживчого ринку регіональних ресторанних послуг в Україні. *Мета і методи.* Мета дослідження – виявити специфіку формування ринку споживання ресторанних послуг у регіонах України, окреслити основні соціальні та культурні аспекти, що впливають на становлення споживача. У дослідженні використано загальнонаукові методи пізнання: аналіз, синтез, узагальнення, порівняння, спостереження та системний підхід. *Результати.* Визначено, що сучасний споживач прагне не лише якісної гастрономії, а й емоційно насиченого культурного дозвілля, що охоплює сервіс, атмосферу, персоналізовану комунікацію. Відповідно, зростає попит на висококваліфікований персонал, здатний забезпечити очікуваний рівень взаємодії. Водночас зафіксовано нестачу фахівців, які можуть ефективно працювати в умовах комунікативних і психологічних викликів ресторанної сфери. Показано, що наявні суперечності між орієнтацією на всебічне задоволення клієнта та потребою у збереженні гідних умов праці персоналу. Надмірна клієнтоорієнтованість, яка часто межує з потуранням токсичній поведінці, призводить до погіршення морально-психологічного клімату в колективах, професійного вигорання та порушення внутрішньої комунікаційної етики. Також досліджено вплив комерціалізації споживчих відносин на очікування індивідуалізованих послуг, зокрема в контексті харчових обмежень, етичних позицій і здорового способу життя, які не завжди сумісні з можливостями ресторанного виробництва. *Висновки.* Виявлено, що ресторатори змушені балансувати між економічною доцільністю, культурною актуальністю та очікуваннями нового типу споживача – поінформованого, емоційно включеного, але здебільшого економічно обмеженого. Практичне значення дослідження полягає у виявленні проблемних зон соціокультурної взаємодії в ресторанній сфері, що може стати основою для розробки ефективних управлінських стратегій у галузі гостинності.

**Ключові слова:** ресторанні послуги, споживач, суперечності, культура, регіон.

**Oksana Oliinyk**  
**“Integration of Augmented Reality Elements  
in Hotel Management: Customer Experience”**  
**pp. 71-83**

**Оксана Олійник**  
**«Інтеграція елементів доповненої реальності  
в готельному менеджменті: клієнтський досвід»**

**Анотація:** *Вступ.* Стаття присвячена вивченню особливостей інтеграції елементів доповненої реальності (AR) в готельному менеджменті та їхнього соціокультурного впливу на клієнтський досвід. *Мета і методи.* Мета статті – проаналізувати вплив технологій доповненої реальності на трансформацію управлінських практик у сфері готельного бізнесу, підвищення якості клієнтського обслуговування та персоналізацію послуг. У дослідженні застосовано такі загальнонаукові методи пізнання, як аналіз і синтез, індукція і дедукція, систематизація, порівняння, узагальнення, а також методи прогнозування і моделювання. *Результати* дослідження свідчать, що в умовах цифровізації готельного бізнесу доповнена реальність демонструє стрімкий розвиток і суттєво впливає на зміну клієнтського досвіду. Станом на 2025 рік світовий ринок AR перевищив \$ 50 млрд, з яких близько \$ 31 млрд припадає на сферу гостинності. У готелях технологія AR активно використовується для покращення навігації, ознайомлення з туристичними атракціями, віртуального перегляду номерів, перекладу меню та застосування інтерактивних 3D-інтерфейсів. *Висновки.* Впровадження технологій доповненої реальності сприяє підвищенню рівня персоналізації сервісу, задоволеності та залученості клієнтів, формуючи новий тип клієнтоцентричного середовища. Наукова новизна дослідження полягає в системному обґрунтуванні адаптації готельного менеджменту до використання технологій доповненої реальності через трансформацію управлінських моделей, функцій і процесів. Водночас визначено ключові виклики, зокрема: необхідність врахування питань конфіденційності, технічної доступності сервісів та етичності маркетингових стратегій. Практичне значення дослідження полягає у визначенні стратегічних підходів до адаптації готельного менеджменту до умов цифрової трансформації за допомогою AR-технологій.

**Ключові слова:** доповнена реальність, готельний менеджмент, клієнтський досвід, цифрові технології, персоналізація.

**Ihor Komarnitskyi, Roman Beshleha, Yurii Bilokon**  
**“Promoting Intangible Cultural Heritage Through Universal**  
**Marketing Strategies for Tourist Regions”**

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**Ігор Комарницький, Роман Бешлега, Юрій Білоконь**  
**«Універсальні закономірності популяризації нематеріальної культурної спадщини**  
**в системі маркетингових стратегій туристичних регіонів»**

**Анотація:** *Вступ.* На сучасному етапі питання оновлення маркетингових концепцій популяризації культурної спадщини вбачається актуальним та володіє практичною значущістю. Стратегії розвитку туристичних регіонів сьогодні потребують інноваційного апгрейду відповідно до запитів сучасного суспільства. *Мета та методи.* Метою статті є аналіз універсальних закономірностей популяризації нематеріальної культурної спадщини в системі маркетингових стратегій туристичних регіонів. Методологія дослідження складена аналітично-синтетичними методами, систематизацією, узагальненням, абстракцією. *Результати.* У дослідженні розглянуто ключові форми культурної спадщини нематеріального формату: норми і цінності, культурні традиції та вірування, традиційні види діяльності, які наділені важливим значенням і сутністю. Обґрунтовано, що актуальна практика управління популяризацією культурного та духовного надбання потребує переосмислення підходів до реалізації маркетингових стратегій. Виявлено особливості сучасних стратегій розвитку туристичних регіонів на основі корпоративної соціальної відповідальності, цифрових інновацій, інформаційно-комунікаційних технологій. *Висновки.* У статті обґрунтовано необхідність оптимізації маркетингу в контексті сталого розвитку культурних регіонів. Виокремлено універсальні закономірності популяризації нематеріальної культурної спадщини в межах стратегій просування. Доведено важливість впровадження проєктів державно-приватного партнерства, стимулювання залученості громадськості в управління туристичним потенціалом DESTINATIONS. Запропоновано ефективні маркетингові рішення з розвитку туристичних регіонів на основі просування культурного активу спадщини минулих поколінь, що володіють потенційною практичною значущістю.

**Ключові слова:** нематеріальна культурна спадщина, туризм, сталий розвиток, управлінська стратегія, маркетингова стратегія, закономірності розвитку, креативний простір, підприємництво.

**Nataliia Mohylevska, Lesia Malooka, Kseniia Prykhodko**  
**“Marketing of Sustainable Development in Educational Institutions**  
**of Ukraine in the Context of Cooperation with the EU**  
**(against the background of military circumstances)”**  
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**Наталія Могилевська, Леся Малоока, Ксенія Приходько**  
**«Маркетинг сталого розвитку в закладах освіти України:**  
**співпраця з ЄС в умовах воєнного стану»**

**Анотація:** *Вступ.* Збройний конфлікт в Україні ставить під загрозу досягнення в галузі сталого розвитку, екологічної безпеки та міжнародної співпраці європейських країн. У таких умовах заклади освіти відіграють ключову роль у просуванні ідей сталого розвитку у всіх сферах суспільного життя. Враховуючи прагнення України до інтеграції європейських стандартів якості життя та впровадження принципів сталого розвитку, особливого значення набуває вивчення довготривалого й успішного досвіду Європейського Союзу з подальшою його адаптацією до вітчизняного економічного контексту. *Мета і методи.* Мета статті – визначити ініціативи маркетингу сталого розвитку в закладах вищої освіти України. Методологічною основою дослідження є аналітичний та емпіричний принципи, що передбачають застосування методів синтезу, моделювання, історико-логічного аналізу. Методологія базується на емпіричному огляді наукових розробок з маркетингових питань і культурних ініціатив сталого розвитку. *Результати дослідження* підтверджують гіпотезу про те, що маркетинг закладу освіти позитивно впливає на сталий розвиток в країні. Наукова новизна полягає в розширенні дискурсу сталого розвитку в академічній спільноті та формулюванні практичних рекомендацій для закладів освіти, які прагнуть вдосконалити свої маркетингові стратегії відповідно до цілей екологічної та соціальної відповідальності. *Висновки.* У статті осмислено розуміння маркетингу сталого розвитку у вищій освіті та сформульовано практичні рекомендації закладам вищої освіти України, які прагнуть покращити свої маркетингові стратегії відповідно до принципів сталого розвитку. Висвітлено взаємозв'язок між сталим маркетингом, сприйняттям студентів та ефективністю діяльності закладів освіти, що сприяє позитивним змінам на шляху до сталого майбутнього в системі вищої освіти України.

**Ключові слова:** маркетинг сталого розвитку, екологія, стейкхолдер, управління, ЄС, міжнародна підтримка, заклади вищої освіти, студенти.



**Liudmyla Dykhnych, Viktor Sionskyi**  
**“Specific Features of Marketing Strategy Implementation**  
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**Людмила Дихнич, Віктор Сіонський**  
**«Особливості реалізації маркетингової стратегії у просуванні fashion-бренду**  
**(український кейс компанії «АЙ КОММС»)»**

**Анотація:** *Вступ.* У статті досліджено виклики та специфіку формування маркетингової стратегії просування fashion-брендів у сучасному бізнес-середовищі. Акцент зроблено на стратегічних інструментах маркетингу та цифрових комунікаціях, які формують позиціонування бренду в межах креативних індустрій. *Мета і методи.* Метою дослідження є вивчення особливостей формування та реалізації стратегії просування модного бренду на прикладі діяльності ТОВ «АЙ КОММС». Методологія ґрунтується на поєднанні теоретичного аналізу, кейс-стаді та контент-аналізу маркетингових кампаній. *Результати.* У результаті встановлено, що українські fashion-бренди все частіше використовують комунікацію, засновану на цінностях, цифрові платформи та наративи з елементами національної ідентичності для адаптації до кризових умов і глобальних трендів. На основі практик ТОВ «АЙ КОММС» виокремлено ефективні підходи до брендингу, культурної інтеграції та взаємодії із цільовою аудиторією. *Висновки.* У висновках зазначено, що стратегічна гнучкість, поєднання культурного коду та інноваційних інструментів суттєво підвищують впізнаваність бренду та рівень лояльності споживачів. Наукова новизна полягає у синтезі теоретичних підходів і практичного досвіду української креативної агенції, що діє в умовах війни, з подальшим формуванням прикладної моделі сталого розвитку fashion-бренду.

**Ключові слова:** стратегічний маркетинг, модний бренд, формування бренду, комунікаційне просування, індустрії креативного сектору, компанія «АЙ КОММС», діджитал-маркетинг.

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