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STRATEGIC MODELS OF MANAGEMENT-MARKETING INTERACTION IN THE INNOVATIVE DEVELOPMENT OF AGRI-TOURISM CLUSTERS

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СТРАТЕГІЧНІ МОДЕЛІ ВЗАЄМОДІЇ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ В ІННОВАЦІЙНОМУ РОЗВИТКУ АГРАРНО-ТУРИСТИЧНИХ КЛАСТЕРІВ

In contemporary local economies, where the integration of agricultural production and tourism serves as an effective instrument for structural transformation, the innovative development of agro-tourism clusters becomes particularly relevant. This relevance is due to the complementary functions that management and marketing perform within agro-tourism clusters: management ensures strategic planning, resource coordination, and the organization of innovation processes, whereas marketing establishes market orientation, defines value propositions, and facilitates the commercialization of innovative products and services. In this context, the study of strategic models of their interaction is a necessary prerequisite for enhancing the innovativeness of clusters, enabling their adaptation to dynamic external environmental changes and realizing their development potential. Accordingly, the aim of this article is to analyze and systematize strategic models of interaction between management and marketing that underpin the innovative development of agro-tourism clusters. The significance of this research lies in identifying and analyzing the main strategic models of management-marketing interaction in agro-tourism clusters, as well as in formulating several important scientific and

practical conclusions. First, the outlined aspects of interaction create a systemic foundation for the innovative development of clusters, provided that they are formed within clearly defined strategic models characterized by a long-term orientation and aimed at achieving sustainable competitive advantages. Second, the scientifically grounded application of market-oriented, innovation-integrated, value-oriented, partnership-network, and sustainable development models allows for the formation of a comprehensive and adaptive strategy for innovative development, integrating the internal resources of the cluster with market demands and ensuring the effective commercialization of innovations. Third, the choice of a specific model, or a combination thereof, depends on the priorities of innovative activity, the mechanisms of managerial and marketing decision-making, and the sources of value creation for tourists and consumers. At the same time, it is essential to consider the extent to which a model supports the preservation of local traditions, culture, and authenticity, while simultaneously ensuring sustainable regional development and enhancing investment and tourism attractiveness. The research results demonstrate that the application of strategic models of management-marketing interaction in agro-tourism clusters renders the innovation development strategy not only purposeful and predictable but also competitively sustainable in the long term.

У локальних економіках, де поєднання аграрного виробництва та туризму є ефективним інструментом структурних змін та інновацій, розвиток аграрно-туристичних кластерів набуває особливої актуальності. Це пояснюється тим, що менеджмент і маркетинг у межах таких кластерів виконують взаємодоповнювальні функції. Так, менеджмент забезпечує стратегічне планування, координацію ресурсів та організацію інноваційних процесів, тоді як маркетинг формує ринкову орієнтацію, ціннісні пропозиції та сприяє комерціалізації інноваційних продуктів і послуг. У цьому контексті дослідження стратегічних моделей їх взаємодії є важливою передумовою підвищення інноваційності кластерів, адаптації до динамічних змін зовнішнього середовища та реалізації їхнього потенціалу розвитку. Відтак, метою статті є аналіз і систематизація стратегічних моделей взаємодії менеджменту та маркетингу, які забезпечують інноваційний розвиток аграрно-туристичних кластерів. Цінність дослідження полягає у виділенні та аналізі основних стратегічних моделей взаємодії менеджменту та маркетингу в аграрно-туристичних кластерах, а також у формуванні важливих науково-практичних висновків. По-перше, окреслені аспекти взаємодії створюють системну основу для інноваційного розвитку кластерів за умови їх формування в межах чітко визначених стратегічних моделей, що мають довгостроковий характер і спрямовані на досягнення стійких конкурентних переваг. По-друге, науково обгрунтоване застосування ринково-орієнтованої, інноваційно-інтегрованої, ціннісно-орієнтованої, партнерсько-мережевої та сталої моделей дозволяє формувати стратегію інноваційного розвитку, яка інтегрує внутрішні ресурси кластера з потребами ринку та забезпечує ефективну комерціалізацію інновацій. По-третє, вибір конкретної моделі або їхньої комбінації залежить від пріоритетів інноваційної діяльності, механізмів прийняття управлінських і маркетингових рішень, а також джерел формування цінності для туристів і споживачів. Разом із тим, важливо оцінювати, наскільки модель сприяє підтримці локальних традицій, культури та автентичності, одночасно забезпечуючи стійкий розвиток регіонів та підвищуючи їхню інвестиційну й туристичну привабливість. За результатами дослідження доведено, що застосування стратегічних моделей взаємодії менеджменту та маркетингу в аграрно-туристичних кластерах робить стратегію інноваційного розвитку не лише цілеспрямованою та прогнозованою, а й конкурентоспроможною в довгостроковій перспективі.

Keywords: strategic planning; resource coordination; agro-tourism clusters; models; management-marketing interaction; rural areas.

Ключові слова: стратегічне планування; координація ресурсів; аграрно-туристичні кластери; моделі; взаємодія менеджменту та маркетингу; сільські території.

PROBLEM STATEMENT

In contemporary local economies, the integration of agricultural production and tourism has emerged as an effective tool for structural transformation, making the innovative development of agro-tourism clusters particularly relevant. Combining agriculture and tourism within these clusters contributes to the diversification of rural economies, mitigating risks, generating alternative sources of employment and income, and stimulating the growth of small and medium-sized enterprises. It also enhances investment attractiveness, making these areas more predictable and appealing to both private and public investors. Moreover, the integration of agricultural production with tourism

services expands value chains, generating additional revenue not only for farmers but also for processing companies, accommodation providers, transport services, crafts, and other service sectors.

The effective operation of such clusters, however, requires coordinated managerial and marketing decisions focused on innovation, consumer needs, and sustainable development. Within agro-tourism clusters, management and marketing perform complementary roles: management provides strategic planning, resource coordination, and the organization of innovation processes, whereas marketing drives market orientation, defines value propositions, and facilitates the commercialization of innovative products and services. Studying

Table 1. Key aspects of management-marketing interaction in the innovative development of agro-tourism clusters

Aspect of interaction	Role of management	Role of marketing	Result for the agro-tourism cluster
Alignment of innovative initiatives	Setting strategic development goals, planning, and coordinating innovation processes among cluster participants	Analyzing market and cluster participant needs, identifying consumer trends and expectations	Innovations oriented toward actual demand and the cluster's internal capabilities
Minimization of risks from substitute products	Making decisions regarding differentiation, investments, and the development of unique competencies	Product positioning, developing unique value propositions, and brand management.	Reduction of substitution threats and increased consumer loyalty
Effective utilization of cluster potential	Optimizing resource utilization and coordinating interactions among agricultural, tourism, and service participants	Communicating cluster advantages, promoting integrated products and services.	Resource synergy and enhanced economic returns from cluster interactions.
Formation of competitive advantages based on innovation	Knowledge management and implementation of technological, organizational, and service innovations	Commercialization of innovations and adaptation of products for different market segments.	Strengthened cluster competitiveness.
Leveraging local identity	Institutional support for local traditions and coordination of partnerships with communities	Development of local brands and gastronomic and cultural positioning	Uniqueness of cluster offerings and authenticity of products
Development-oriented focus	Integration of environmental and social principles into management strategies	Building the image of a responsible producer and tourism destination	Long-term development sustainability and positive cluster image.

Source: created by the authors based on [3—4; 8—10].

strategic models of interaction between management and marketing is therefore a necessary prerequisite for enhancing cluster innovativeness, enabling adaptation to dynamic external changes, and unlocking their full development potential.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Specific aspects of the interaction between management and marketing in the innovative development of enterprises and clusters have been actively explored. Stadnyk V. V., Izhevskiy P. H., Holovchuk Y. O. [4], Stadnyk V. V. [4], Yaros-Dmytrenko L. [9], and Shevchenko N. V., Davydenko M. V. [8] emphasize the strategic integration of marketing tools into the management of innovative projects, highlighting the role of marketing research in identifying market needs and shaping competitive advantages. Furthermore, key aspects of management and marketing in the development of agricultural and tourism clusters have been examined by Sereda N. [5], Maslyhan O. O., Mashiko H. V. [2], and Litvinov D., Shalenyi V. [1].

However, strategic models of management-marketing interaction in the innovative development of agro-tourism clusters remain underexplored in the scholarly literature, posing several contemporary theoretical and practical challenges in cluster development. These challenges include: insufficient systemic management of innovation processes, limited utilization of market data for strategic decision-making, difficulties in coordinating the actions of cluster participants, reduced effectiveness in attracting investments and resources, and a heightened risk of lagging behind market trends and competitors. The absence of scientifically grounded models complicates the development of effective mechanisms for integrating management and marketing, thereby hindering the innovative development of agro-tourism clusters.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The aim of this article is to analyze and systematize strategic models of interaction between management and marketing that underpin the innovative development of agro-tourism clusters.

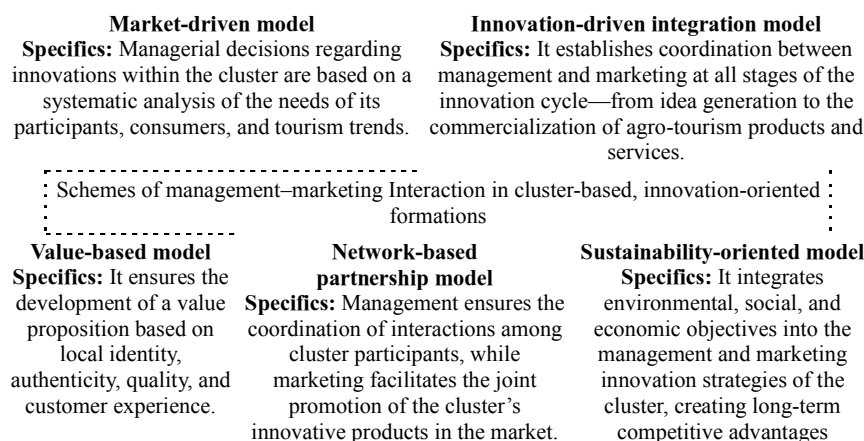


Figure 1. Key strategic models of management-marketing interaction in the innovative development of agro-tourism clusters

Source: created by the authors based on [3—4; 8—10].

THE PAPER MAIN BODY

Within the scope of this study, strategic models of management-marketing interaction are considered according to their classical definition as proposed by Yaros-Dmytrenko L. [9]. These models are understood as systems of strategic approaches that coordinate innovation management processes with market- and value-oriented strategies within geographic regions or rural areas where agricultural production and tourism are integrated. This conceptualization allows us to assert that such models determine how managerial decisions regarding cluster development are translated into competitive agro-tourism products and effectively delivered to target consumers.

The importance of these models in the innovative development of agro-tourism clusters stems from the fact that such clusters bring together diverse participants—including agricultural and farming enterprises, tour operators, processing and service organizations, as well as government bodies and local communities—around which a shared innovation cycle, common interests, and resources are formed, necessitating strategic coordination. These observations also support the conclusions of leading scholars such as Maslyhan O. O., Mashiko H. V. [2], and Litvinov D., Shalenyi V. [1].

Furthermore, the interaction between management and marketing within strategic models enables the alignment of innovative initiatives with the actual needs of cluster participants and the market, minimizes the risks associated with the emergence of substitute products and services, ensures the effective utilization of cluster potential, and fosters sustainable competitive advantages based on innovation, local identity, and unified development principles [3—4; 8—10]. The key

aspects of management-marketing interaction are presented in more detail in table 1.

The outlined aspects of management-marketing interaction provide a systemic foundation for the innovative development of agro-tourism clusters, provided that they are established within clearly defined strategic models. Leading international consulting firms and analytical centers, including McKinsey & Company, Boston Consulting Group (BCG), Bain & Company, Deloitte, PwC, as well as research divisions of the OECD and the World Economic Forum, identify several funda-

mental strategic models of management-marketing interaction for cluster-based, innovation-oriented formations, including (see Figure 1): market-driven model; innovation-driven integration model; value-based model; network-based partnership model; sustainability-oriented model [3—4; 8—10].

These models are strategic in nature, as they represent the logic of long-term development of agro-tourism clusters, the mechanisms for managerial and marketing decision-making, and the priorities of innovative activities [8—9]. Each model is specific in its impact on the innovative development of agro-tourism clusters, emphasizing different sources of innovation-market demand, integration of knowledge and technologies, value creation, network interactions, or sustainability principles. Accordingly, each strategic model presented in Fig. 1 requires separate scholarly investigation, comparative analysis, and adaptation to the operating conditions of specific agro-tourism clusters.

The market-driven model assumes that managerial decisions regarding innovations in an agro-tourism cluster are grounded in a systematic analysis of the needs of cluster participants, consumers, and tourism trends. This approach ensures that innovative activities are aligned with actual demand, improving the efficiency of product and service commercialization while reducing the risks associated with introducing unpopular or non-competitive innovations [3]. The process typically involves several key steps [8—10]: 1) assessing consumer and tourist needs through surveys, focus groups, and analysis of trends on tourism platforms and social media; 2) market segmentation to identify target tourist groups, such as families, active tourists, gastro-tourists, eco-tourists, etc.;

3) analyzing the competitive environment, including similar agro-tourism offerings, popular tourist routes, and pricing strategies; 4) implementing pilot innovations, such as launching products or services on a small scale to gauge demand and customer response.

For example, the agro-tourism cluster Agro ecological recreational cluster "Frumushyka Nova" (Bessarabia, Odesa region) applied the market-driven model in 2021 when introducing a new tourist product—"gastronomic tours with farm tastings." In this case, cluster management conducted surveys on popular tourism platforms to identify which types of tastings (cheese, honey, wine) were most in demand, while the marketing department segmented the audience into youth, family tourists, and gastronomy enthusiasts. Based on the collected data, a pilot gastronomic tour was organized for a limited group of tourists. Feedback collection and demand analysis allowed for optimization of the tour route (focusing only on the most popular and accessible farm locations for tastings), selection of farms (including only those producing the most in-demand products among tourists: local cheeses, honey from various apiaries, and regional wines), product assortment (concentrating on the most requested items highlighted by tourists in surveys, while less popular products were excluded), and pricing strategy (adjusted according to audience segments, e.g., combined packages with group discounts for families and premium tasting tours with exclusive products for gastronomy enthusiasts) prior to a full-scale launch.

Thus, the cluster's innovation activities become aligned with actual demand, significantly reducing the risks associated with unpopular products.

The innovation-driven integration model involves close coordination between management and marketing at all stages of the shared innovation cycle of agro-tourism cluster participants—from idea generation to the commercialization of agro-tourism products and services. In this model, management is responsible for organizing processes, managing resources, planning, and implementing joint innovations, while marketing handles market analysis, product positioning, client communication, and demand stimulation. Such integration enables rapid testing and adaptation of innovations to market needs, minimizes risks, and enhances the efficiency of commercialization [6—7; 9].

For example, the agro-tourism cluster "Dykanka a Year Around" (Poltava region) applied the Innovation-driven integration model in 2021 when introducing interactive farm tours in rural areas of Poltava, including educational workshops. In this case, cluster management organized an inter-

nal team to develop the tour program, plan resources, and coordinate logistics, while the marketing center tested the concept among target tourist groups and prepared it for scaling and market promotion. The specificity of the Innovation-driven integration model, as applied by the "Dykanka a Year Around" cluster, lies in the close coordination of management and marketing at all stages of the innovation cycle. Unlike the market-driven model, which primarily emphasizes demand analysis, this model ensures a systematic and continuous innovation process by integrating the cluster's internal organization with the market orientation of its products.

The value-based model emphasizes the creation of a unique value proposition for cluster participants, targeting tourists and consumers of agricultural products, based on local identity, authenticity, high quality, and a positive customer experience [6; 10]. In this model, management provides the organizational and resource conditions necessary for producing authentic products and delivering high-quality services, while supporting local traditions and cultural heritage. Marketing, in turn, develops communication strategies, promotes unique products and experiences, positions the cluster as a distinctive tourist destination, and builds a brand that embodies local values.

For example, the agro-tourism cluster "Cossack's Circle" (Chernihiv region), focused on gastronomic and farm tourism, implemented a route in 2023 in the format of the gastronomic tour "Assorted Chernihiv-style", covering the villages of Kozelets and Baturyn, as well as nearby farms. Tourists had the opportunity to observe all stages of traditional cheese and honey production, taste them alongside other local products, learn about regional food culture and crafts, and participate in wine and farm tastings. In this case, cluster management aimed to design the tourist route so that visitors would experience not just a product, but a comprehensive customer experience highlighting the authenticity and uniqueness of the region. The joint marketing center managed communication with target audiences, promoted the unique tourist offerings via social media, tourism platforms, and local media, built the route and cluster brand, stimulated demand and engagement, and collected feedback for further product improvement. Thus, the Value-based model enabled the "Cossack's Circle" cluster to integrate management and marketing decisions, creating unique value for tourists and enhancing the cluster's competitiveness in the agro-tourism market, while simultaneously supporting local traditions, culture, and regional authenticity.

The network-based partnership model assumes that management within an agro-tourism cluster coordinates the interactions of its participants, organizes joint projects, and establishes agreements for sharing resources, technologies, and knowledge [3; 10]. Marketing is responsible for the joint promotion of the cluster product in the market, creating a unified brand, and developing a communication strategy to enhance the cluster's visibility and attractiveness [9—10]. Notably, this model emphasizes collaboration, partnership, and resource synergy, enabling cluster participants to more effectively utilize their competencies, reduce marketing and logistics costs, and collectively enter new markets.

For example, in 2022, an agro-tourism cluster in the Lviv region brought together several farms, artisan workshops, and travel agencies to create a joint tourist route, "Gastronomic Lviv Podillia." Cluster management coordinated the participants, defined roles and resources, and scheduled workshops and tastings. At the same time, the cluster's marketing center promoted the route through a shared website, social media, and participation in tourism exhibitions, establishing a unified brand for the route. This partnership enabled cluster participants to pool resources, reduce marketing and logistics costs, enhance the route's market visibility, and ensure a steady flow of tourists. The practical application of the Network-based partnership model demonstrated that effective integration of management and marketing activities through collaboration and resource sharing allows for the creation of cohesive, attractive tourist products and their efficient promotion in the market.

The sustainability-oriented model integrates environmental, social, and economic objectives into the management and marketing innovation strategies of an agro-tourism cluster, creating long-term competitive advantages [1; 6; 9—10]. This model emphasizes the combination of economic efficiency with environmental responsibility and the social development of local communities, enabling clusters not only to create profitable tourist products but also to ensure the sustainable development of the region.

The agro-tourism cluster "HorboHory" (Pustomyty District, Lviv region), focused on eco- and gastronomic tourism, integrated local organic farms and agro-tourism routes in 2020, where tourists could participate in harvesting, taste organic products, attend workshops on traditional production, and learn about local environmental initiatives. Cluster management ensured environmentally safe logistics, coordinated activities

among farms, and integrated local communities while overseeing compliance with sustainability principles. The marketing center promoted the routes through social media, tourism platforms, and information campaigns, emphasizing sustainability, ecological responsibility, and the local authenticity of products and services. The application of the Sustainability-oriented model enabled the "HorboHory" cluster to integrate economic, social, and environmental objectives into its innovation strategies, creating long-term value for tourists, local communities, and businesses, while strengthening its competitive position in the agro-tourism market.

The analysis of the outlined strategic models of management-marketing interaction demonstrates that their application enables the development of an innovation strategy for agro-tourism clusters that is comprehensive, adaptive, and oriented toward achieving sustainable competitive advantages.

CONCLUSIONS

The analysis of strategic models of management-marketing interaction in agro-tourism clusters allows for several important scientific and practical conclusions.

First, the outlined aspects of interaction provide a systemic foundation for the innovative development of clusters, provided they are implemented within clearly defined strategic models that are long-term in nature and aimed at achieving sustainable competitive advantages.

Second, the evidence-based application of market-driven, innovation-driven integration, value-based, network-based partnership, and sustainability-oriented models enables the development of a comprehensive and adaptive innovation strategy that aligns the cluster's internal resources with market needs and ensures the effective commercialization of innovations.

Third, the choice of a specific model, or a combination of models, depends on the priorities of innovation activities, the mechanisms for making management and marketing decisions, and the sources of value creation for tourists and consumers. At the same time, it is crucial to consider the extent to which a model supports local traditions, culture, and authenticity, while simultaneously fostering sustainable regional development and enhancing investment and tourism attractiveness.

The study demonstrates that applying strategic models of management-marketing interaction in agro-tourism clusters renders the innovation development strategy not only purposeful and predictable but also competitively sustainable in

the long term. This is achieved by creating additional value for both cluster participants and the geographical region or rural area where agricultural production and tourism activities are integrated.

Future research could focus on the development and testing of adaptive strategic management-marketing interaction models that take into account local characteristics, cultural resources, and the dynamics of tourism demand, with the aim of enhancing the innovation capacity of agro-tourism clusters.

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