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EFFECTIVENESS OF MANAGEMENT AND MARKETING STRATEGIES IN INNOVATIVE TOURISM AND HOSPITALITY HUBS

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ЕФЕКТИВНІСТЬ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГОВИХ СТРАТЕГІЙ В ІННОВАЦІЙНИХ ОСЕРЕДКАХ ТУРИЗМУ ТА ГОТЕЛЬНО-РЕСТОРАННОГО БІЗНЕСУ

The aim of the article is to analyze contemporary transformations in management and marketing within innovative hubs of tourism and the hospitality industry through the lens of forming, structuring, and applying comprehensive performance dimensions, which allow for evaluating the effectiveness of the businesses integrated into these hubs. Based on the research findings, five fundamental dimensions of performance in modern management and marketing systems of innovative tourism and hospitality hubs have been identified, organized according to the principles of comprehensiveness and complementarity. It is noted that within the framework of new performance theories (value, customer-oriented value, innovation, adaptability, and alternative development), each dimension reflects a specific aspect of the performance of participants in these integrated spaces. It is demonstrated that the value dimension is fundamental, as it assesses the ability of businesses within the hubs to create and sustain added value for consumers and stakeholders, forming the basis for all other dimensions. The customer-oriented dimension focuses on the consumer, evaluating satisfaction, loyalty, and engagement with the value created by participants. The innovation dimension emphasizes the ability of participants in localized or networked economic spaces to generate and implement new ideas, products, services, and marketing solutions that support value and competitive advantage. The adaptive (dynamic) dimension highlights flexibility and responsiveness to changes in the market, technology, and consumer expectations, ensuring the resilience and growth of businesses within innovative tourism and hospitality hubs. Attention is also drawn to the socio-economic dimension, which focuses on balancing economic efficiency with the impact on communities and the environment. Importantly, the principle of arranging performance dimensions is formalized: from the foundational value (which creates the base) to the specific mechanisms for its realization and support (customer orientation → innovation → adaptability → socio-economic impact), representing a progression from "foundation" to "development strategy." In this context, effectiveness is a measure of how successfully each integrated business delivers value across all these dimensions.

У дослідженні проведено аналіз сучасних трансформацій менеджменту та маркетингу в інноваційних осередках туризму та готельно-ресторанної справи (ГРС) крізь призму формування, структурування та застосування комплексних показників ефективності, що дозволяють оцінювати результативність діяльності інтегрованих у них бізнесів. За результатами дослідження виділено п'ять базових вимірів ефективності сучасних систем менеджменту та маркетингу в інноваційних осередках туризму та ГРС, які організовані за принципом комплексності та взаємодоповнюваності. Констатовано, що в межах нових теорій ефективності їхнє вимірювання відбиває певний аспект результативності учасників відповідних інтеграційних просторів. Доведено, що ціннісний вимір є фундаментальним, оскільки оцінює здатність суб'єктів господарювання, інтегрованих в осередки, створювати та підтримувати додану цінність для споживачів і стейкхолдерів, закладаючи основу для всіх інших вимірів. Доведено, що клієнтоорієнтований вимір зосереджується на споживачеві, оцінюючи його задоволеність, лояльність та залученість в отримання цінності, створеної учасниками. Констатовано, що інноваційний вимір фокусується на здатності учасників локалізованих або мережевих просторів економічної діяльності генерувати та впроваджувати нові ідеї, продукти, сервіси та маркетингові рішення, що підтримують цінність і конкурентні переваги. Звернено увагу, що адаптивний вимір фокусується на гнучкості та швидкості реагування на зміни ринку, технологій і споживчих очікувань, що забезпечує стійкість і розвиток бізнесу учасників інноваційних осередків туризму та готельно-ресторанної справи. Акцентовано, що соціально-економічний вимір фокусується на балансі між економічною ефективністю та впливом на спільноти й довкілля учасників інноваційних осередків туризму та ГРС. Цінним є формалізація принципу розташування вимірів ефективності: від фундаментальної цінності, що створює основу, до конкретних механізмів її реалізації та підтримки — клієнтоорієнтованість → інновації → адаптивність → соціально-економічний ефект (тобто послідовність від "основи" до "стратегії розвитку"). Ефективність у цьому контексті визначається мірою того, наскільки успішно кожен інтегрований бізнес реалізує цінність через усі зазначені виміри.

Key words: comprehensive performance dimension; economic effect; socio-economic effect; adaptive (dynamic) dimension; operational effectiveness.

Ключові слова: комплексний вимір ефективності; економічний ефект; соціально-економічний ефект; адаптивний (динамічний) вимір; результативність діяльності.

PROBLEM STATEMENT

The current stage of economic development occurs in conditions of rising competition and significant volatility in the external environment, where traditional management approaches are losing their relevance. In particular, these processes drive the transition of modern management and marketing systems toward performance dimensions, reflecting a shift in the very understanding of effectiveness. In short, moving to new "performance dimensions" means that operational outcomes are no longer evaluated solely through financial indicators but are considered as a multi-dimensional category.

These changes (transformations) are especially pronounced in innovative hubs of tourism and the hospitality industry (HRI). Given that these are localized or networked spaces of economic activity, where innovative practices in management, service, marketing, and digital technologies are concentrated to create unique tourism and gastronomic products and enhance the competitiveness of integrated businesses, all changes in management and marketing are shaped not merely by creative managerial decisions and interaction models but by new theories that form the foundation

for rethinking and differentiating the "dimensions of modern performance.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Among the most valuable studies that initiated the exploration of assessing the effectiveness of management and marketing strategies in enterprises and organizations, the works of Surmin Yu.P., Nusinov V.Ya., Shura N.O., Burkova L.A., Perevap P.H., and Kravchuk A.V. stand out. In particular, these scholars systematically examined approaches to classical effectiveness and emphasized the formation of multidimensional performance assessment, which involves identifying several dimensions of effectiveness and integrating them into a systemic model of management and marketing strategies. It is on these works that the author relies to highlight previously unresolved aspects of the overall problem of evaluating the effectiveness of management and marketing strategies, which this article addresses.

The novelty of the study lies in examining the challenges of assessing effectiveness not for individual enterprises or organizations, but for innovative hubs in tourism and the hospitality

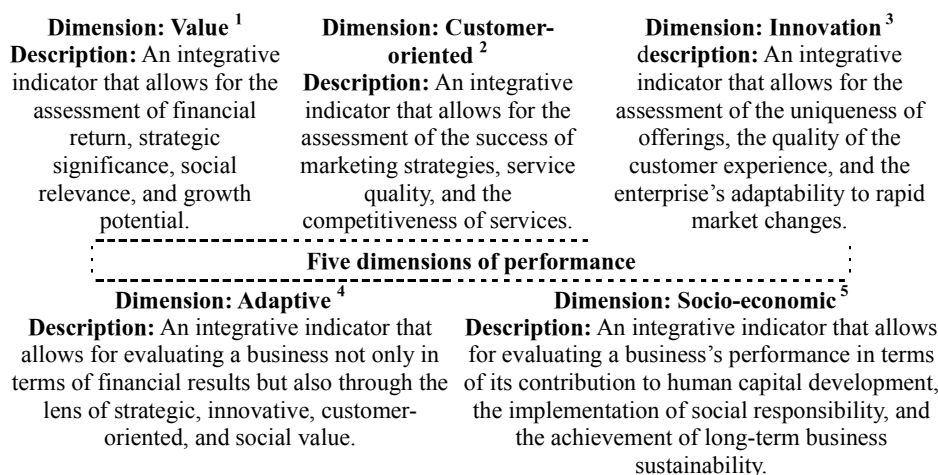


Fig. 1. Comprehensive performance dimensions in innovative tourism and hospitality hubs

Notes:

1. The ability to create and sustain added value for consumers and stakeholders.
 2. The level of customer satisfaction, loyalty, and engagement.
 3. The capacity to generate, implement, and commercialize managerial and marketing innovations.
 4. Flexibility of managerial decisions and responsiveness to changes in the market environment.
 5. Contribution to human capital development, social responsibility, and long-term business sustainability.
- Source: created by the authors based on [3; 8—9].

industry. This focus is driven by the fact that such hubs have become widely established and economically influential, concentrating innovative practices in management, service, marketing, and digital technologies. They create unique tourism and gastronomic products, enhance the competitiveness of business entities, and therefore require a specialized approach to effectiveness assessment that accounts for the multidimensionality of outcomes and the specific nature of innovative activity.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The aim of the article is to analyze contemporary transformations in management and marketing within innovative tourism and hospitality hubs through the lens of developing, structuring, and applying comprehensive performance dimensions that enable the evaluation of the effectiveness of the businesses integrated into these hubs.

THE PAPER MAIN BODY

Within the framework of the study, the authors note that the category of "effectiveness" has traditionally been associated with:

- the success of a system in achieving its set goals (Surmin Yu.P. [7, p. 354]);
- profitability (Nusinov V.Ya., Shura N.O., Burkova L.A. [3]);
- a measure of minimizing costs or maximizing results (Perevap P.H., Kravchuk A.V. [4]).

However, at the current stage of economic development, none of these approaches adequately reflect the actual performance of business entities [1]. This is due to the increasing turbulence of the external environment, the acceleration of innovation processes, the digitalization of business, and shifting consumer priorities, where the achievement of formal goals or short-term financial indicators does not guarantee long-term competitiveness and sustainability.

An exclusive focus on profitability or cost minimization limits managerial decision-making, restrains innovative activity, hinders human capital development, and impedes the creation of consumer value, which is critically important for the tourism and hospitality sector [10]. For example, in innovative tourism and hospitality hubs, a management approach focused solely on profitability indicators—as observed in Lviv's "Smart Tourism Hub"—has led to cuts in staff training, digital services, and updates to tourism products. While this may improve short-term financial results, in the long term it reduces service quality, erodes customer loyalty, and damages brand reputation.

Similarly, focusing exclusively on achieving set targets (e.g., the number of tourists served or hotel occupancy rates) is typically static and fails to account for the dynamic changes in the external environment, evolving consumer expectations, and the need for continuous business model renewal [4]. For instance, in the case of "Hospitality Without Barriers," such limitations have left hotels and restaurants in Lviv less prepared to implement

innovative service models for people with disabilities, personalized marketing strategies, or digital engagement channels for these clients, thereby weakening their competitive positions in a dynamic market.

The examples above clearly show that, under such conditions, even the formal achievement of planned targets may be accompanied by a loss of flexibility, a decrease in innovative potential, and a weakening of the market positions of businesses within innovative tourism and hospitality hubs [4; 10]. This is because performance in these contexts is determined not only by economic results but also by service quality, the level of customer experience, reputational capital, and the ability of businesses to rapidly adapt to changes in demand.

Consequently, contemporary management and marketing systems in various integrated spaces are increasingly moving toward comprehensive performance dimensions, interpreted as systematized aspects or criteria used to evaluate the effectiveness of a business, organization, or individual management processes. We have identified five fundamental dimensions, which encompass (Fig. 1): the first — value; the second — customer orientation; the third — innovation; the fourth — adaptability; and the fifth — socio-economic specificity [3; 8–9].

In practice, there are currently various "perspectives" on performance that allow for its comprehensive measurement in management and marketing within innovative tourism and hospitality hubs, going beyond purely financial indicators. These perspectives are framed within theories of classical value (value-based management, value-based theory), customer-oriented value, innovation, adaptability, and alternative development [5–6].

The value perspective within the framework of value-based management and value-based theory in management and marketing is focused on creating and sustaining value for key stakeholders: customers, partners, employees, investors, and society as a whole [6]. The central idea of this theory is that the effectiveness of a business in various integrated spaces is not limited to financial outcomes but is determined by the extent to which managerial and marketing decisions generate sustainable, long-term value for all stakeholders.

Accordingly, the first performance dimension — Value — is primarily defined by a business's ability to create, deliver, and maintain sustainable consumer and stakeholder value over the long

Table 1. Criteria for assessing the customer-oriented performance dimension in innovative tourism and hospitality hubs

Criterion	Description of the customer-oriented performance assessment	Examples in innovative tourism and hospitality hubs
Customer Satisfaction	The extent to which services meet customer expectations.	High service ratings in mobile booking apps for hotel rooms or restaurant tables; positive reviews on TripAdvisor and Google Maps.
Customer Loyalty	The willingness to reuse services or recommend them to others.	Participation in hotel and restaurant loyalty programs; repeat bookings or recommendations to friends and family.
Customer Engagement	Active participation in communities, loyalty programs, and brand digital platforms.	Activity on brand social media, participation in online contests, polls, and competitions; comments and discussions about new services or events.

Source: created by the authors based on [8–9].

term. Practically, this dimension is assessed through [6]:

- the uniqueness and authenticity of the tourism or service product;
- the enterprise's ability to create a positive customer experience;
- brand trust and reputational capital;
- the balance of interests among key stakeholders;
- contribution to the sustainable development of the destination and the local economy.

In innovative tourism and hospitality hubs, the value dimension of performance allows for the assessment of financial return, strategic significance, social relevance, and the development potential of a localized or networked economic activity space.

The customer-oriented perspective emphasizes creating a consumer experience and long-term relationships with clients as a key source of competitive advantage [6–9]. The central idea of this theory is that the success of a business in various integrated spaces is determined by its ability to create value for customers by meeting their needs and building long-term relationships, rather than solely through financial metrics.

Accordingly, the second performance dimension — Customer — Oriented — is defined by a business's ability to satisfy customer needs and expectations, influencing their loyalty and engagement with the brand or service. Practically, this dimension is assessed through [8]:

- Customer satisfaction — the extent to which services meet customer expectations;
- Customer loyalty — the willingness to reuse services or recommend them to others;

Table 2. Criteria for assessing the innovation performance dimension in innovative tourism and hospitality hubs

Criterion	Description of the innovation performance dimension	Examples in innovative tourism and hospitality hubs
Innovation generation	The ability to systematically develop new products, services, or processes.	Creation of unique gastronomic concepts, development of themed tours, integration of digital booking and customer service platforms.
Innovation implementation	The effectiveness of integrating innovations into existing operational and managerial processes.	Implementation of mobile apps for booking and payment, automation of service processes, adaptation of menus and services to seasonal trends.
Innovation commercialization	The ability to derive economic and strategic benefits from the implementation of innovative solutions.	Increasing market share through new tour products, enhancing restaurant profitability with new concepts, strengthening the brand through unique tourism offerings.

Source: created by the authors based on [6; 8—9].

— Customer engagement — active participation in communities, loyalty programs, and brand digital platforms.

A more detailed set of criteria for assessing the customer-oriented performance dimension in innovative tourism and hospitality hubs is presented in Table 1.

In innovative tourism and hospitality hubs, the customer-oriented performance dimension allows for the assessment of the success of personalized marketing strategies, service quality, and the competitiveness of services within a localized or networked economic activity space, as a satisfied and engaged customer becomes a key source of stable revenue and a positive image for the business.

The innovation perspective in management and marketing focuses on the creation, implementation, and commercialization of new ideas, products, services, and processes that provide competitive advantages and long-term sustainability [6; 8]. The central idea of this theory is that the effectiveness of a business in various integrated spaces is determined by its ability to generate innovative solutions and successfully transform them into tangible economic, strategic, and marketing outcomes that enhance value for customers, partners, and other stakeholders.

Accordingly, the third performance dimension — Innovation — defines a business's ability to create, implement, and commercialize new ideas, technologies, and approaches in management and marketing to achieve competitive advantages. This dimension encompasses the following key aspects:

— Innovation generation — the ability to systematically develop new products, services, or processes;

— Innovation implementation — the effectiveness of integrating innovations into existing operational and managerial processes;

— Innovation commercialization — the capacity to derive economic and strategic benefits from the implementation of innovative solutions, including increased profitability, market share, and brand value.

A more detailed set of criteria for assessing the Innovation performance dimension in innovative tourism and hospitality hubs is presented in Table 2.

In innovative tourism and hospitality hubs, this dimension is critical, as innovations determine the uniqueness of offerings, the quality of the customer experience, and the adaptability of the localized or networked economic activity space to rapid market changes [8].

The adaptive perspective focuses on assessing a business's ability to respond quickly to changes in the external environment, adjust strategies, and transform business models to maintain competitiveness. The central idea of this theory is that a business's success in integrated spaces is determined by its ability to rapidly adapt to new market conditions and technological changes while maintaining strategic flexibility and the transformative capability of its business model, thereby ensuring long-term sustainability and a competitive advantage.

Accordingly, the fourth performance dimension — Adaptive (Dynamic) — defines the ability of economically integrated business entities to respond quickly to changes in the external environment, adjust strategies, and transform business models to maintain competitiveness. The key components of this dimension include [8—9]:

- Adaptation speed — the promptness of responding to changes in demand, new technologies, or market trends;

- Strategic flexibility — the ability to modify managerial and marketing approaches without significant resource loss;

- Transformative capability of the business model — the capacity to update processes, organizational structures, and services to support sustainable development.

In innovative tourism and hospitality hubs, the adaptive dimension enables participants to quickly adjust to seasonal fluctuations, changes in consumer preferences, and technological innovations, ensuring the resilience and long-term viability of the integrated business.

The socio-economic perspective within the framework of alternative development theory in management and marketing focuses on assessing the ability of participants in integrated spaces to combine economic performance with social responsibility and long-term sustainability, balancing the interests of businesses, employees, communities, and the environment [6; 8—9]. The central idea of this theory is that a business's success is determined by its capacity to achieve economic results while simultaneously investing in human capital development, social initiatives, and sustainable practices, thereby ensuring long-term resilience and competitive advantage.

Accordingly, the fifth performance dimension — Socio-Economic — defines the ability of economically integrated business entities to contribute to human capital development, implement principles of social responsibility, and ensure long-term business sustainability. The key components of this dimension are practically assessed through:

- Human capital development — investments in training, skill enhancement, and the development of professional competencies;

- Social responsibility — participation in social, environmental, and community initiatives, and adherence to ethical business standards;

- Long-term business sustainability — the ability of the enterprise to maintain stable operations and competitiveness while considering social and environmental factors.

In innovative tourism and hospitality hubs, this dimension allows for the assessment of the extent to which participants' activities contribute to the development of employees, the community, and destination sustainability, which in turn enhances brand reputational value and strengthens their market position.

Following this logic, it is clear that formalizing the principle of arranging performance dimensions

is valuable: from fundamental value (which creates the foundation) to the specific mechanisms for its implementation and support (Customer Orientation → Innovation → Adaptability → Socio-Economic Impact), representing a progression from "foundation" to "development strategy." This logic reflects the natural process of transforming value into tangible results and competitive advantages for participants in innovative tourism and hospitality hubs. In this context, performance serves as a measure of how successfully each integrated business delivers value across all the dimensions, i.e., it reflects the degree of goal achievement at each level of the sequence.

CONCLUSIONS

Based on the research findings, five fundamental performance dimensions in contemporary management and marketing systems of innovative tourism and hospitality hubs have been identified, organized according to the principles of comprehensiveness and complementarity. It is noted that within the framework of new performance theories (value, customer-oriented value, innovation, adaptability, and alternative development), each dimension reflects a specific aspect of the performance of participants in these integrated spaces.

It is demonstrated that the Value dimension is fundamental, as it assesses the ability of businesses integrated into the hubs to create and sustain added value for consumers and stakeholders; it forms the foundation for all other dimensions.

The Customer-Oriented dimension focuses on the consumer, evaluating customer satisfaction, loyalty, and engagement with the value created by the participants.

The Innovation dimension emphasizes the ability of participants in localized or networked economic spaces to generate and implement new ideas, products, services, and marketing solutions that support value and competitive advantages.

The Adaptive (Dynamic) dimension highlights flexibility and responsiveness to changes in the market, technology, and consumer expectations, ensuring the resilience and growth of businesses within innovative tourism and hospitality hubs.

The Socio-Economic dimension focuses on balancing economic efficiency with the impact on communities and the environment.

Importantly, the principle of arranging performance dimensions is formalized: from fundamental value (which creates the foundation) to the specific mechanisms for its implementation and support (Customer Orientation → Innovation → Adaptability → Socio-Economic Impact), representing a progression from "foundation" to "development

strategy." In this context, performance serves as a measure of how successfully each integrated business delivers value across all the dimensions.

Future research prospects lie in the in-depth study and practical application of comprehensive performance dimensions to assess the activities of innovative tourism and hospitality hubs.

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