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MARKETING STRATEGIES FOR ENHANCING THE COMPETITIVENESS OF TOURISM ENTERPRISES UNDER CONDITIONS OF CROSS-INDUSTRY INTEGRATION

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МАРКЕТИНГОВІ СТРАТЕГІЇ ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ТУРИСТИЧНИХ ПІДПРИЄМСТВ В УМОВАХ МІЖГАЛУЗЕВОЇ ІНТЕГРАЦІЇ

The article explores the theoretical foundations and practical aspects of developing marketing strategies aimed at enhancing the competitiveness of tourism enterprises under conditions of cross-sectoral integration. It is substantiated that the modern tourism environment requires a strategic rethinking of marketing management approaches, taking into account deep market transformations, the growing role of digital technologies, changes in consumer behavior, and the necessity of interaction with other sectors of the economy. Particular attention is paid to the role of cross-sectoral synergy, which ensures the improvement of service quality, the expansion of product offerings, and the creation of new value propositions. The paper analyzes contemporary approaches to the implementation of marketing strategies in the tourism sector, including such directions as relationship marketing, co-marketing, cluster-based models, digital tools, destination branding, and cross-sectoral communication. Key factors of synergy between tourism enterprises and related sectors (transportation, culture, IT, healthcare, agriculture, education, and the public sector) are identified.

These factors contribute to strengthening enterprise competitiveness through the combination of resources, technologies, promotional channels, and the joint development of tourism products. The article summarizes practical tools for implementing marketing strategies in a cross-sectoral context. In particular, it highlights the advantages of joint promotion, loyalty programs, digital integration, information exchange, partner PR, and participation in public-private initiatives. It is determined that the application of these tools enables tourism enterprises to increase marketing efficiency, respond to market challenges, activate partnership relations, and create added value in the consumer offering.

The prospects for further research lie in developing models for measuring the effectiveness of cross-sectoral synergy in tourism marketing, conducting empirical studies of strategies used by Ukrainian tourism clusters, and examining the impact of digital and sustainable transformations on consumer behavior patterns in the tourism industry.

У статті досліджено теоретичні засади та прикладні аспекти формування маркетингових стратегій підвищення конкурентоспроможності туристичних підприємств в умовах міжгалузевої інтеграції. Обґрунтовано, що сучасне туристичне середовище потребує стратегічного переосмислення підходів до управління маркетинговою діяльністю, з урахуванням глибоких трансформацій на ринку, зростання ролі цифрових технологій, зміни споживчої поведінки та необхідності взаємодії з іншими секторами економіки. Особливу увагу приділено ролі міжгалузевої синергії, яка забезпечує підвищення якості туристичних послуг, розширення спектру продуктів та створення нових ціннісних пропозицій. Проаналізовано сучасні підходи до реалізації маркетингових стратегій у сфері туризму, зокрема такі напрями як маркетинг співпраці, ко-маркетинг, кластерні моделі, digital-інструменти, брендування дестинацій та крос-секторальна комунікація. Визначено ключові чинники синергії між туристичними підприємствами та суміжними галузями (транспорт, культура, IT, медицина, агросектор, освіта, державний сектор), що сприяють підвищенню конкурентоспроможності підприємств через об'єднання ресурсів, технологій, каналів просування та спільне формування туристичного продукту. Узагальнено практичні інструменти реалізації маркетингових стратегій в умовах міжгалузевої взаємодії. Зокрема, охарактеризовано переваги спільного просування, програм лояльності, цифрової інтеграції, інформаційної взаємодії, партнерського PR та участі в державно-приватних ініціативах. Визначено, що застосування цих інструментів дозволяє туристичним підприємствам підвищити ефективність маркетингової діяльності, адаптуватися до ринкових викликів, активізувати партнерські відносини та сформувати додану вартість у пропозиції для споживача.

Перспективи подальших досліджень вбачаються у розробці моделей вимірювання ефективності міжгалузевої синергії в туристичному маркетингу, емпіричному дослідженні стратегій українських туристичних кластерів, а також вивченні впливу цифрових і сталих трансформацій на поведінкові патерни споживачів у туристичній сфері.

Key words: marketing strategy, tourism enterprise, competitiveness, cross-sectoral integration, synergy, co-marketing.

Ключові слова: маркетингова стратегія, туристичне підприємство, конкурентоспроможність, міжгалузева інтеграція, синергія, ко-маркетинг.

FORMULATION OF THE PROBLEM IN GENERAL TERMS AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Tourism is no longer an isolated sector operating independently — today, it serves as an integrative platform for the interaction of various economic industries, including transport, culture, healthcare, education, and information technology. This transformation of the operational environment of tourism enterprises necessitates a rethinking of approaches to the development of competitive advantages. Under such conditions, marketing strategies must go beyond

traditional promotion and service sales, evolving into instruments of strategic cooperation and cross-sectoral synergy.

Modern markets demand from tourism enterprises not only adaptability but also the ability to rapidly develop new, complex, and high value-added products. This is achievable only through the active implementation of cross-sectoral integration combined with effective marketing planning. Despite the relevance of the topic, research on the mechanisms for implementing marketing strategies in the context of intersectoral interaction remains fragmented, creating a scientific niche for further exploration in this field.

The current issue lies in the fact that most tourism enterprises, especially small and medium-sized businesses, do not fully utilize the potential of cross-sectoral integration when developing their marketing strategies. This results in limited differentiation of their offerings, low levels of innovation, and insufficient competitiveness in both domestic and international markets.

From a scientific perspective, addressing this issue is linked to the need for improving theoretical and methodological approaches to the development of marketing strategies that take cross-sectoral linkages into account. From a practical perspective, it involves the creation of effective mechanisms for managing partnership projects, cross-sectoral initiatives, and innovative forms of tourism products.

The relevance of the problem is reinforced by the need for tourism enterprises to adapt to new challenges — increasing competition, changing consumer behavior, the development of sustainable tourism, and digitalization. Therefore, research in this area is not only of theoretical significance but also holds practical value for enhancing the effectiveness of tourism business management in the long term.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Contemporary scientific studies show a growing interest in exploring marketing strategies in the tourism sector, particularly in the context of cross-sectoral integration. These studies cover a wide range of aspects, including the impact of digital technologies, cross-sector collaboration, innovative approaches to promoting tourism services, digitalization, partnership strategies, and crisis management.

In his scientific works, Bo Yang [1] analyzes the impact of media convergence on the development of cultural tourism, emphasizing the importance of integrating various media channels and digital strategies to enhance brand communication effectiveness and engage consumers. Another study by the same author focuses on the synergistic effects of cross-sectoral collaboration on the development of cultural tourism, highlighting the significance of shared resource utilization, enhanced innovation capacity, and market expansion [2].

Luning Yu [3] examines the deep integration of information technologies into the tourism industry, emphasizing the necessity for continuous adaptation and the implementation of innovative marketing strategies to achieve established objectives.

Contemporary Ukrainian research in the field of tourism marketing emphasizes the need to adapt to digital transformations, develop cross-sectoral interactions, and implement innovative strategies to enhance the competitiveness of tourism enterprises. Among Ukrainian scholars, the publication by M. Kuzminov [4] stands out as a significant contribution to the development of the modern concept of marketing management in tourism. He analyzes the specifics of strategic marketing management in tourism enterprises, focusing on adaptive and stable management elements under conditions of uncertainty, and substantiates the necessity of a systemic and adaptive approach to marketing that considers not only classical tools but also behavioral, social, and technological aspects.

L.M. Shulhina [5], in her dissertation, developed the concept of collaborative marketing, which involves the integration of efforts among enterprises, partners, and consumers in the creation of tourism products. The author emphasizes the importance of cross-sectoral interaction and the formation of long-term partnerships to ensure competitive advantages in tourism.

O. Berkova and O. Borysyuk [6], in their article, focus on strategic marketing analysis in the tourism sector, investigating methods and approaches that help tourism companies effectively develop their business in a competitive environment.

O.V. Nazarenko [7] analyzes the prospects for inbound tourism development in Ukraine through the use of digital marketing tools. The author highlights the importance of digitalization of the economy and the implementation of innovative technologies to improve Ukraine's image on the international stage and attract foreign tourists.

Thus, the analysis of scholarly works indicates growing attention to the integration of digital technologies into marketing strategies of tourism enterprises, the necessity of cross-sectoral cooperation, and the implementation of innovative approaches to ensure the sustainable development of the industry. Despite significant scientific contributions, there remains a need for further research aimed at developing comprehensive strategies that combine digitalization, partnership, and adaptability to changes in the market environment.

FORMULATION OF THE ARTICLE'S OBJECTIVES (PROBLEM STATEMENT)

The aim of the article is to generalize and develop the theoretical and methodological foundations for the formation of marketing strategies aimed at enhancing the competitiveness of tourism enterprises in the context of cross-sectoral integration, as well as to substantiate practical approaches for their implementation in the activities of tourism sector enterprises, taking into account contemporary challenges and opportunities.

Achieving the stated aim involves solving the following scientific tasks:

- to analyze contemporary approaches to the formation of marketing strategies in the tourism sector;
- to characterize the impact of cross-sectoral integration on the competitiveness of tourism enterprises;
- to identify key factors of synergy between the tourism business and related industries (transport, culture, IT, healthcare, etc.) that ensure the creation of new-quality tourism products;
- to substantiate the tools for implementing marketing strategies that enable the effective use of the potential of cross-sectoral interaction.

PRESENTATION OF THE MAIN RESEARCH MATERIAL

In the scientific literature, a marketing strategy is viewed as a comprehensive system of actions aimed at achieving long-term competitive advantages through the effective utilization of market opportunities, the internal potential of the enterprise, and purposeful influence on consumer needs. Classical approaches to strategic marketing in tourism have been proposed in the works of

Table 1. Key Factors of Synergy Between Tourism Enterprises and Related Industries

Sector	Key Synergy Factors	Marketing Effect for Tourism
Transport	Joint route planning, transport accessibility, logistical interaction	Creation of comprehensive tourist packages, consumer convenience, increased mobility
Information Technology	Digital services, booking platforms, big data, CRM integration	Service personalization, marketing automation, digital promotion, online client communication
Culture and Creative Industries	Event potential, gastronomic uniqueness, cultural identity	Emotional appeal of the product, destination branding, new thematic products
Healthcare	Medical services, wellness infrastructure, SPA, diagnostics	Development of new products: medical, recreational, and wellness tourism, high trust level
Education and Science	Thematic programs, academic mobility, educational content	Educational tourism, staff qualification improvement, thematic tours
Agricultural Sector	Seasonality, local products, farming initiatives	Development of agritourism, gastronomic tours, sustainable and thematic eco-routes
Public and Municipal Sector	Support for clusters, infrastructure funding, regional branding	Increased recognition, marketing scale-up, access to public resources, support for tourism clusters

Source: Authors' own development.

F. Kotler, D. Bowen, J. Makens [8], V. Kifyak [9], and O. Lyubitseva [10], where the importance of market segmentation, positioning, and differentiation strategies is emphasized.

In the context of tourism activities, marketing strategies encompass both traditional directions (price competition, product innovations, growth or niche strategies) and modern development vectors such as strategic alliances, cross-sectoral cooperation, digital platforms, and destination branding. In a dynamic environment characterized by high competition and instability of external factors, adaptive and innovative strategies gain particular importance, requiring flexibility, rapid response to changes, and active involvement of partner resources. Among current approaches are L.M. Shulhina's [5] "collaborative marketing" model, which builds sustainable relationships with partners, consumers, and even competitors; and O. Nazarenko's [7] digital marketing models based on digital promotion tools, big data, and CRM systems. However, despite the multifaceted nature of existing approaches, many studies lack a systemic integration of marketing strategy and cross-sectoral interaction, which in modern conditions is a decisive factor in forming competitive advantages in tourism.

In light of the above, it is evident that the effectiveness of marketing strategies in the tourism sector today largely depends not only on the internal resources of an enterprise but also on its ability to interact with the external environment. Specifically, this involves the active engagement of opportunities from other industries, which opens prospects for creating new formats of tourism products, expanding markets, and forming competitive advantages. In this context, cross-sectoral integration gains key importance as a factor enhancing the competitiveness of tourism enterprises.

Cross-sectoral integration as an economic phenomenon involves the formation of interconnections between various sectors of the economy with the aim of creating shared value, efficiently utilizing resources, and enhancing the adaptability of enterprises to market challenges. In the

tourism sector, this approach opens new development opportunities since the tourism product is inherently complex and requires the participation of related industries such as transport, culture, healthcare, agriculture, education, information technologies, and others.

The competitiveness of a tourism enterprise within integration processes is determined by its ability to:

- develop unique tourism offerings based on cross-sectoral cooperation;
- ensure stability and quality of service through shared infrastructure;
- effectively promote products via combined marketing platforms and channels;
- differentiate itself in the market through innovative service formats (e.g., medical tourism, gastronomic tours, agritourism, cultural-educational routes).

Integration with other industries allows tourism enterprises not only to expand their range of services but also to increase customer loyalty, access new markets (including international ones), and strengthen their competitive positions in the long term. Such cooperation becomes especially relevant in the context of post-crisis recovery, where no single industry can ensure sustainable development independently.

Furthermore, cross-sectoral integration facilitates the effective use of partnership marketing strategies (co-branding, strategic alliances, clusters), which help reduce promotion costs, pool budgets, and enhance the recognition of regional brands. Practice shows that enterprises actively collaborating with related sectors demonstrate higher growth rates and greater customer orientation.

Thus, cross-sectoral integration is viewed not only as the external environment in which the tourism business operates but also as a strategic foundation for creating new competitive products. In this regard, it is appropriate to outline the key factors of synergy between the tourism sector and related industries that form a new quality of tourism services and contribute to increasing value for the consumer.

Effective interaction between the tourism business and other economic sectors can create a synergistic effect —

Table 2. Implementation Tools of Marketing Strategies in the Context of Intersectoral Interaction

Implementation Tool	Action Factors	Expected Effect for Tourism Business
Co-marketing (joint promotion)	Combining budgets, brands, and communication channels with partners from various sectors	Cost reduction, wider reach, increased value of the tourism product
Digital marketing with multisectoral content	Booking platforms, mobile apps, targeting, content from IT, gastronomy, medical fields	Personalization, multi-vector coverage, modern image
Influencer marketing and partner PR	Influence through opinion leaders representing multiple fields simultaneously (e.g., food+travel)	Attracting new audiences, reputational capital, brand trust
Clusters and network structures	Institutionalization of partnerships, role distribution, joint planning	Marketing systematization, increased stability, long-term positioning
Cross-loyalty programs	Bonuses and discounts at various locations (hotels, museums, restaurants)	Increased customer satisfaction, more repeat visits
Interactive communication with clients	Creating joint products (routes, packages) based on stories and experiences	Higher engagement, viral effect, positive perception
Participation in public-private programs	Grant acquisition, joint projects with municipalities, public branding	Institutional support, marketing scaling, market expansion

Source: Authors' own development.

where the combined result of collaboration exceeds the sum of the effects of individual actions. This effect is achieved through the consolidation of resources, competencies, communication channels, technologies, and management practices.

The key factors of synergy between tourism enterprises and related industries are summarized in Table 1.

Each of these factors strengthens the competitive position of a tourism enterprise through service comprehensiveness, improved service quality, innovation, and deeper customer engagement.

The preliminary analysis allows us to conclude that intersectoral interaction creates a qualitatively new environment for implementing marketing strategies of tourism enterprises. In these conditions, substantiating practical tools that ensure effective implementation of strategic decisions focused on synergy, innovation, and sustainable development becomes especially important. Considering dynamic market changes and integration trends, the tools for implementing such strategies must meet the criteria of flexibility, adaptability, digitalization, and partnership orientation.

The main tools for implementing marketing strategies of tourism enterprises in an intersectoral environment are summarized in Table 2.

Analysis of the tools for implementing marketing strategies in tourism enterprises indicates a growing role of integrative approaches in shaping effective market behavior. The use of co-marketing, cluster models, digital technologies, partner loyalty programs, and public-private initiatives enables enterprises to strengthen their competitive positions, reduce costs, increase customer engagement, and expand market presence.

The implementation of such strategies requires coordinated efforts between tourism operators and representatives of related industries, as well as readiness

for institutional, financial, and technological partnerships. In the context of integration, tourism marketing transforms from a purely communication function into a strategic platform for cooperation, innovation, and growth.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH IN THIS FIELD

As a result of the conducted study, it was established that intersectoral integration acts as a powerful catalyst for enhancing the competitiveness of tourism enterprises. This approach not only allows expanding the range of services and increasing their value for consumers but also optimizes marketing activities through the joint use of resources, communication channels, infrastructure, and brands.

The systematization of theoretical approaches to the formation of marketing strategies has shown that the effectiveness of strategic marketing in tourism largely depends on the ability of enterprises to interact with related sectors — transportation, IT, cultural sphere, healthcare, education, agricultural, and public sectors. The identified key factors of synergy, such as infrastructure coordination, information integration, joint branding, and institutional support, form the basis for creating innovative tourism products with high added value.

The proposed tools for implementing marketing strategies — co-marketing, digital services, partnership programs, clusters, integrated loyalty programs — enable tourism enterprises to adapt to market challenges, effectively cooperate with partners, and increase consumer loyalty.

Prospects for further research lie in developing models for measuring the effectiveness of intersectoral synergy in tourism marketing, as well as in empirical studies of the practices of Ukrainian enterprises with a focus on digital transformation, sustainable development, and adaptation to global challenges.

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