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AN INTEGRATED POST-WAR MARKETING STRATEGY FOR TOURISM DEVELOPMENT IN THE DE-OCCUPIED TERRITORIES OF UKRAINIAN REGIONS

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Abstract. The relevance of this article lies in the fact that the implementation of the philosophy and methodology of marketing in the development of tourism in de-occupied territories can ensure their effective functioning under conditions of intense competition and the adverse consequences of war. The purpose of the article is to systematize and substantiate the scientific and methodological foundations and principles for developing an integrated post-war marketing strategy for tourism development in the de-occupied territories of Ukraine, based on the creation and promotion of a territorial tourism brand. The subject of the study is the paradigm of sustainable development of the tourism system, understood as a dynamic process of successive positive post-war transformations. The proposed marketing mechanisms for post-war tourism development in de-occupied regional territories are based on a synthesis of best tourism practices, are comprehensive in nature, and cover all elements of the tourism marketing mix, partnership marketing, and place branding. The integrated approach focuses on both internal and external target audiences and offers a set of specific characteristics and instruments. The measures developed within this framework are aimed at increasing the tourist attractiveness of de-occupied territories, creating conditions for entrepreneurial activity, improving population welfare, restoring tourism infrastructure and resources, and strengthening the competitive position of regions in the interregional division of labor in the tourism sector. The results are recommended for use by central and local authorities of Ukraine, tourism development agencies, stakeholders, and other interested parties in designing and implementing strategies for tourism and regional development in de-occupied territories.

Key words: de-occupied territories; region; strategy; tourism; marketing; war; development.

JEL Classification: L83, M31, R11, O18, O19

INTRODUCTION

Integrated management (or integration-based management) represents an approach to governing structures or processes that brings together diverse systems, functions, and interests into a single coherent framework in order to enhance efficiency, avoid duplication, and optimize the use of resources (But et al., 2023; Tsviliy, 2024). Unlike fragmented governance, integrated management forms a comprehensive system that ensures coordination of actions and overall development. In this context, Integrated Tourism Resources Management (ITRM) is understood as a management system based on accounting for all types of resources within defined geographical boundaries (regions), aligning the interests of different sectors and hierarchical levels of resource use, involving all stakeholders in decision-making, and promoting the efficient use of resources to meet regional needs in a sustainable manner (Trusova et al., 2020).

The tourism development strategy, as part of an integrated regional marketing strategy, is designed to align the interests of stakeholders particularly public authorities with changes in the external business environment of tourism. From this perspective, the marketing strategy of tourism development can be regarded as relatively innovative in regional governance. Moreover, an effective post-war marketing strategy for tourism development in Ukrainian regions can reduce distribution and promotion costs without diminishing revenue-generating effects. A necessary condition for effective tourism development management in the post-war recovery of de-occupied territories is a systemic and comprehensive approach: marketing measures must cover all stages and functional zones of post-war regional tourism (Trusova et al., 2022). In essence, marketing should be implemented by regional stakeholders themselves. This implies multivariant decision-making, whereby more than one alternative strategy is proposed; forward-looking orientation, enabling both short-term improvement and long-term tourism development with sustainable competitive advantages; and strategic thinking, whereby measures reflect long-term goals and the vision of territorial development. When developing an integrated post-war marketing strategy for tourism in the de-occupied territories of Ukrainian regions, it is necessary to take into account groups of external and internal environmental factors (Mazaraki et al., 2022): key macro- and micro-environmental trends (with the use of scenario modeling principles); the interests of the tourist territory; resource and budget constraints; the interests of influence groups (consumers, business entities, local residents); tested post-war behavioral models of competing destinations in international tourism (problems, failures, and successes); and the existing key competencies of professionals that are significant for consumers in the context of post-war recovery. In general, the specificity of an integrated post-war marketing strategy for tourism development in de-occupied regional territories lies in the ability of a tourist destination to rapidly adapt to a changing post-war environment and to create entrepreneurial opportunities for stabilizing the economic situation or even improving market positions (growth of market share, sales volumes, and customer loyalty). Thus, the implementation of marketing philosophy and methodology in tourism development in de-occupied territories of Ukrainian regions can ensure their effective functioning under conditions of intense competition and the adverse consequences of war. For this reason, such an approach to designing tourism development strategies in de-occupied territories of Ukraine is both relevant and timely.

LITERATURE REVIEW

The contribution of scholars to addressing the issues of post-war development of tourist territories is presented in numerous works by domestic and foreign researchers. In recent years, a substantial body of research has focused on the key challenges of tourism development in Ukrainian regions under wartime conditions, taking into account business strategies and the state of the national

economy, based on the study of territorial recovery experiences in different parts of the world and considering the “architectonics” of tourism. In particular, general aspects of modern tourism have been examined from the perspective of its strategic development as a global economic sector (Baloglu and McCleary, 2009; Echtner and Ritchie, 2012); trends and directions of strategic development of the tourism industry worldwide and in specific countries have been described (Endo, 2006; Marti-Cirigián and Nolasco-Cirugeda, 2017); the importance and role of digitalization in the strategic development of the tourism industry have been substantiated (Buhalis et al., 2023; Yang and Song, 2024); the factors of strategic attractiveness of the tourism sector in the context of investment attraction have been analyzed in detail (Shayakhmetova et al., 2020; Trusova et al., 2020); and models, strategies, and mechanisms of marketing-driven tourism development in both real and digital spaces at the regional and global levels have been formulated (Kyzym et al., 2015; Roziqin et al., 2023). However, despite the abundance of scientific ideas, there is a notable lack of research on the theoretical and methodological foundations for shaping the development of de-occupied tourist territories in the post-war period. Issues related to the design of a комплекс of marketing mechanisms within the strategic development system of tourist territories in Ukrainian regions remain underdeveloped. There is also a need to study methods and practices for the recovery of the tourism industry in the post-crisis period. On this basis, there is a clear demand for scientific tools to implement the experience of forming an integrated post-war marketing strategy for tourism development in Ukraine. The present study takes into account the results of earlier research on the strategy for developing the investment potential of Ukraine’s tourism industry within the international economic system (Tsviliy et al., 2024a), the internalization of the investment environment in the international tourism sector (Zaytseva et al., 2024), and the transformation of digital tourism services (But and Mamotenko, 2025b), in which the solution to this problem was initiated and on which the authors build.

PAPER OBJECTIVE

The purpose of the article is to systematize and substantiate the scientific and methodological foundations and principles for developing an integrated post-war marketing strategy for tourism development in the de-occupied territories of Ukraine’s regions, based on the creation and advancement of a tourist territory brand.

METHODOLOGY

The theoretical basis of this study is the paradigm of sustainable development of the tourism system, which implies a dynamic process of successive positive changes aimed at harmonizing economic, social, and environmental relations and aspects of human activity in the de-occupied territories of domestic regions. The core principle is sustainability, understood in this context as the viability of the tourism system, the key condition of which is the balanced development of the economic, social, and environmental sectors of the regional tourism system. The following methods were used in the study: the method of scientific hypotheses – for implementing tourism marketing methodology in the sphere of regional governance; the logical method – to clarify the procedure for obtaining the status of a tourist territory brand; structuring – to define and present the tourism development marketing strategy in the form of a formal document; the descriptive method – to identify the strategic objectives of tourism development in a Ukrainian region; grouping – to establish the role of macro- and micro-level factors in shaping branding goals; the classification method – to determine the advantages of having a strategic document in the field of tourism marketing at the regional level; modeling – to develop an image model of the tourist territory; and the abstract method – to interpret the results obtained and formulate scientific conclusions.

RESULT AND DISCUSSION

Thus, objectives reflect the strategic vision of the post-war future of tourism in a country’s region. They define the target model of tourism development in the territories and priority directions, and serve as benchmarks that indicate the degree of implementation of planned measures while simultaneously revealing the effectiveness of the chosen mechanisms and the reasons for any discrepancies in achieved outcomes. Based on this logic, the authors identify the following strategic marketing goals for the post-war development of tourism in the de-occupied territories of Ukraine’s regions:

- ensuring long-term effective marketing governance (Strategic Goal 1 – SG1);
- creating attractive conditions for the population and priority tourist audiences (growth of aesthetic, socio-cultural, and economic attractiveness) (SG2);
- forming a competitive tourism offering (SG3);
- ensuring accessibility of the tourism offering (SG4);
- developing effective promotion of the tourism offer of the de-occupied territory and its attractiveness in the context of a positive image and tourist brand of the region (SG5);
- establishing long-term partnership relations in the field of tourism (SG6);
- achieving internal loyalty and support for marketing transformations (SG7);
- strategic marketing specialization and development of a priority tourism direction (eco-, sports, business, cultural, military, etc.) (SG8).

The main goals determine the strategic marketing tasks for tourism development (Table 1).

Table 1

Priority strategic tasks of post-war tourism development in the de-occupied territories of Ukraine’s regions

SG	Strategic Tasks for Tourism Development in the De-occupied Territories of Ukraine’s Regions
SG 1	Approval of an organization or marketing unit responsible for implementing regional tourism marketing within the governance structure for the development of the de-occupied territory. Creation of an integrated marketing system for the tourist region and ensuring the unity of the marketing approach. Development of a long-term strategic marketing plan and a tourism development marketing strategy. Formation of a long-term marketing vision and definition of the objectives of tourism development in the de-occupied territory. Provision of marketing support for all sectors related to tourism
SG 2	Creation of attractive economic conditions for the priority audience and local population of the de-occupied territory. Ensuring the tourism attractiveness of the de-occupied regional territory. Increasing competitiveness in domestic and international markets. Ensuring the attractiveness of the priority tourism orientation of the de-occupied region.
SG 3	Differentiation and assessment of the competitiveness of existing offers of the de-occupied tourist territory. Development of перспективні tourism offers and interregional projects in line with trends in tourism demand and supply. Design of new events and an increase in the number of tourism-related activities.
SG 4	Identification of promising sales markets and consumers of the tourism product of the de-occupied territory of Ukraine’s region. Formation of special programs to build long-term partnership relations with regional and national tourism companies.
SG 5	Formation of a positive image of the de-occupied tourist region that is favorable for the population and priority audiences. Creation of a strong brand and differentiation of the tourist territory’s image from competitors. Implementation of an effective internal and external information and communication policy. Execution of advertising and informational activities for priority tourism directions. Promotion of the best offers, image, and brand of the de-occupied regional territory.
SG 6	Creation of a broad partnership network. Formation of a promising joint tourism offer. Engagement of priority stakeholders in the development of tourism in the de-occupied territory of the region.
SG 7	Ensuring comprehensive support for marketing initiatives by the local population. Implementation of tourism marketing in the de-occupied regional territory. Increasing the level of “tourism patriotism” among producers and consumers of the tourism product of the de-occupied region.
SG 8	Formation of a priority sectoral marketing strategy. Identification of target measures and mechanisms for tourism development in the de-occupied territory of Ukraine’s region.

Source: compiled by the author after (Causevic and Lynch, 2013; OECD Tourism Trends and Policies, 2024; Project of the Recovery Plan of Ukraine, 2022)

The methodology of marketing a de-occupied territory is a cycle of research, design, representational, and implementation procedures within the functional structure of the strategic management of regional territories (Tourism during the war – how Russian, Ukrainian and European tourism changed, 2025). Figure 1 presents the scheme of the process of creating a tourism development marketing strategy in a region of Ukraine. Stage 1 may include two sub-stages. The first involves situational analysis: assessment of the competitive position and SWOT analysis. The diagnostic component includes the study of the geographical, organic, economic, and symbolic dimensions of the uniqueness of a given de-occupied region. To identify and assess existing problems, field research and working groups should be organized with the participation of all stakeholders and representatives of the public and private sectors (1.1). The second sub-stage focuses on the study of tourism market trends: monitoring and evaluation of international and regional market trends with an emphasis on the selected segment (cultural, historical, sports, military tourism). Market research includes the phases of environmental scanning, demand and supply analysis, and requires examination of baseline data from primary and secondary sources (1.2). Stage 2 includes: defining the strategic vision and positioning in the interregional space and tourism market (2.1); determining objectives and optimal models of tourism development and governance (2.2); and identifying core and investment projects for tourism development in the de-occupied territory of the region (2.3). Stage 3 should include: identification of unique offers and tourism products of the de-occupied regional territory (3.1); detection of target segments and market niches (3.2); and development of a marketing strategy for offering competitive (unique, attractive, innovative, etc.) tourism products of the de-occupied territory of Ukraine’s region (3.3).



Figure 1. The Process of Creating an Integrated Post-War Marketing Strategy for Tourism Development in the De-Occupied Territories of the Regions of Ukraine

Source: own compilation

According to the authors, the integrated post-war marketing strategy for tourism development in the de-occupied territories of the regions of Ukraine is elaborated on the basis of the characteristics identified in the course of analysis, taking into account trends and opportunities of the strategic development model (World Bank Group, 2024; Tourism in the 2030 Agenda, 2025; Transition Tourism Pathway, 2025).

The integrated strategy determines how to implement existing tourism offerings, enhance competitiveness, achieve recognition, and meet the expectations of target segments. At the same time, the post-war marketing strategy for tourism development in the de-occupied territories of a specific region of Ukraine may be aimed not only at attracting target markets but also at reducing flows from

non-promising tourist markets from a regional perspective, even to the level of demarketing the tourist territory of the region (after the full de-occupation of the TOT of Ukraine).

For each strategic direction, the strategy defines objectives and proposes a set of measures and elements for their achievement and for tourism development in the region. The de-occupied territory of a region requires tourism specialization based on unique attributes and competitive advantages. Thus, a marketing strategy for a priority tourism direction makes it possible to focus on specific segments and achieve strategic goals. One of the technologies advisable for use in developing a post-war marketing strategy for tourism development in the de-occupied territories of the regions of Ukraine is benchmarking (an activity aimed at the long-term formation of a regional tourism development strategy based on the best managerial practices of various partners and competitors in national and international tourism markets) (Tsviliy et al., 2024). This approach helps to avoid marketing “traps” and to adapt the practices of successful regions.

According to the authors, the following main advantages of having a developed strategic document in the field of tourism marketing at the regional level can be identified (Fig. 2).

Thus, the creation and implementation of an integrated post-war marketing strategy for tourism development in the de-occupied territories of the country’s regions is an important prerequisite for the successful development of Ukraine’s regions in key areas (But et al., 2025). This document will enable the effective promotion of the de-occupied territories of Ukraine’s regions in external markets and the formation of a favorable internal environment for improving the quality of life of the population and implementing business projects in the de-occupied territories. Given the specific nature of various tourism marketing instruments when applied within the system of public authorities and local self-government bodies, it is advisable to involve experts, business representatives, and civil society organizations in the development of the strategy (Echtner and Ritchie, 2013). It is emphasized that the marketing strategy of a tourist territory should be flexible and adaptable to changing external and internal environments, and that its successful implementation requires the organization of interaction among virtually all regional and local government bodies (Trusova et al., 2023).

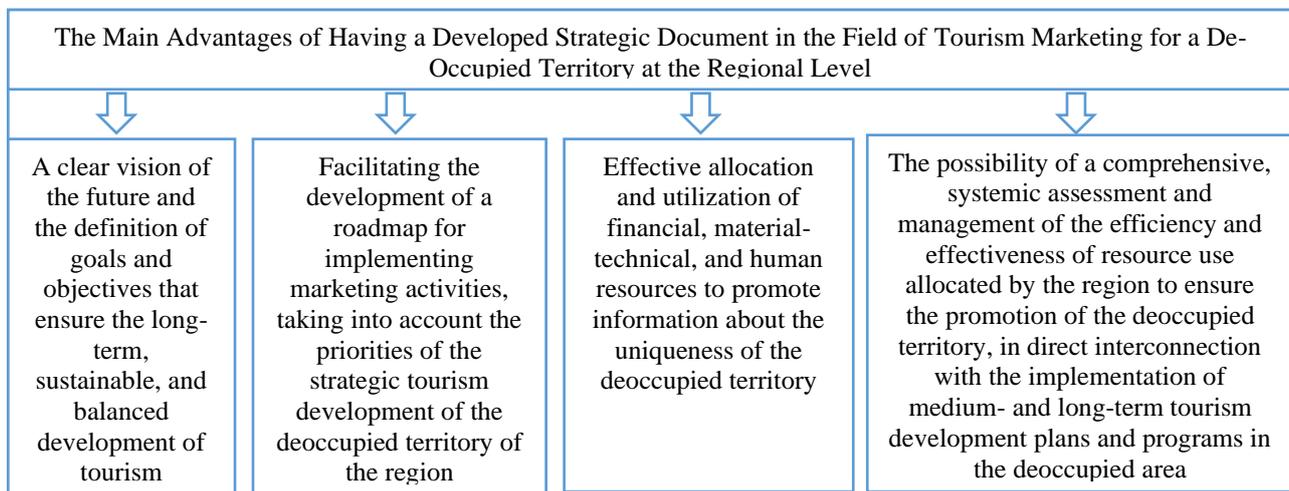


Figure 2. Key advantages of having a developed strategic document in the field of tourism marketing for a deoccupied territory in a domestic region

Source: compiled by the author after (But and Mamotenko, 2025a; Rudenko-Sudarieva and Krysyuk, 2015; Zgurovsky, 2015)

It is proposed to structure the integrated post-war marketing strategy for tourism development in the de-occupied territories of the regions of Ukraine as follows:

- General provisions: the goals and objectives of strategy implementation; justification of the relevance of developing and implementing the strategy under conditions of contemporary global competition;

- Analysis of the current state: analysis of strengths and weaknesses, opportunities and threats for the development of the de-occupied туристичної territory; competitive analysis and assessment of the strengths and weaknesses of the tourist territory in comparison with other territories in different regions of Ukraine; analysis of target audiences and their needs, including residents, investors, tourists, and other stakeholders;

- Positioning of the de-occupied tourist territory: identification of unique features; development of the territorial brand;

- Target markets and target segments: a tourism-oriented territory; a territory of effective investment; a territory for a happy life and successful business in the post-war period;

- Marketing communications: promotion of the de-occupied tourist territory of Ukraine in social media; coverage of achievements of the de-occupied tourist territory in mass media; a calendar of major events held in the country's tourist territory; the official website of the de-occupied tourist territory, mobile applications, and other digital communication channels; formation of a positive image of the de-occupied tourist territory;

- Assessment of strategy implementation effectiveness: key performance indicators (KPIs) for achieving the strategic goals; a monitoring and data analysis system to evaluate the effectiveness of marketing activities;

- Strategy implementation budget: sources of financing for marketing activities within the strategy; allocation of resources among different marketing directions within the Strategy;

- Strategy implementation action plan: an action plan (roadmap) for strategy implementation with a detailed description of measures for each year of a five-year period; responsible actors for the implementation of specific measures;

- Reporting, control, and strategy adjustment: a reporting system, procedures and frequency of control over strategy implementation and the use of allocated resources; conditions and procedures for strategy adjustment;

- Final provisions: key conclusions and recommendations; prospects for the development of marketing in the activities of public authorities and local self-government bodies in the de-occupied tourist territory after the five-year period.

As the main appendices to the Strategy, the authors propose the following documents: a roadmap for the development of partnership and cooperation between a specific domestic de-occupied tourist territory and other territories and regions of Ukraine, public authorities, and business structures for the five-year period of strategy implementation; a training and professional development program for marketing specialists for the territory for the five-year period of strategy implementation.

According to the authors, the proposed structure of the Strategy, being based on the study of best practices in the effective use of tourism marketing instruments in the activities of public authorities and tourist destinations of Ukraine, will in many respects be typical for the de-occupied territories of domestic regions. Its implementation and further improvement, taking into account accumulated experience, will on a комплексній and systematic basis contribute to solving tasks significant for each tourist territory of Ukraine, such as increasing the attractiveness of the territory for citizens' life, expanding investment inflows into the economy, developing tourism, and forming a positive international image of the territory.

Fundamentally important components of marketing include the awareness and promotion of a specific regional territory as a place for the implementation of various tourism projects based on forecasting and understanding the needs of the global, national, and local tourism economy, the current situation, and the real capacities of the de-occupied territory. Regions that will include de-occupied territories in their administrative structure face the task of creating an effective marketing promotion strategy that defines the positioning concept, the formation of an attractive tourist image,

promotion tools, the expansion of a loyal audience, and the development of the tourism market. In addition, it is necessary to develop a brand strategy, a market entry (penetration) strategy, as well as a communication and distribution strategy (Cro and Martins, 2020). It is important to apply an approach developed during seminars and working groups based on consideration of stakeholders' views.

Performance assessment should be conducted on the basis of a system of measurable indicators reflecting quantitative and qualitative information regarding different sectors of tourism economy development, investment, priority tourism directions, public opinion, branding, communications, and the objectives envisaged by the Strategy (Roganova, 2019). In a specific domestic de-occupied regional territory, success can be measured by the expansion of the tax base of tourism services, the emergence of new types of tourism business, the inflow of residents to the region to participate in the organization of tourism services, and improvements in environmental characteristics (Kerimkhulle et al., 2023; Mamotenko and But, 2025a).

The completion of work on the document should be accompanied by an additional seminar with a consultative group whose members are knowledgeable about the specific features of the de-occupied territory. The final stage of analysis will ensure feedback on the strategic marketing plan, the directions of the tourism development strategy, and the final recommendations.

For most domestic tourist territories, intuitive identification of regionally relevant tasks and plans is characteristic, while those responsible for strategy development do not always possess sufficient skills and methods for implementing planned changes in practice. Methodology and implementation mechanisms are therefore required. That is why, having defined the main goals and objectives of regional policy for implementing a marketing approach in the management of tourism in a de-occupied territory, it is critically important to proceed to the development of territorial tourism marketing mechanisms, which must be reflected in the tourism development marketing strategy, while the programs and program measures formed on its basis should ensure their practical realization.

The mechanism for managing tourism marketing in a de-occupied territory should include: the establishment of an organization or marketing unit within the management structure responsible for the implementation of tourism marketing; the assignment of functions to the responsible body, with a clear distribution of roles and designated officials; the development of an organizational scheme for managing marketing activities in the tourism sector of the de-occupied regional territory of Ukraine; strengthening the role and importance of tourism marketing for the leadership of local authorities in regions that include de-occupied territories; the elaboration of a long-term marketing strategy for tourism development and a strategic vision for the future of tourism in the de-occupied territory in cooperation with key tourism-related sectors and stakeholders; the formulation of a marketing plan, the identification of priority directions for tourism development, the development of a tourism marketing strategy, and the promotion of the tourism product of the de-occupied regional territory; improvement of the management system for all types of tourism resources and territorial infrastructure; the organization of marketing resources for tourism, including practical accounting (maintenance of databases on marketing organizations and reference information), strengthening the training system, and meeting the demand for qualified specialists; the development and implementation of new methods of research, analysis, data management, marketing tools, and programs; the establishment of a flexible system of relations and the coordination of the interests of all stakeholders; ensuring informational, advertising, and financial support for the promotion of tourism brands of the de-occupied regional territory; the organization of training seminars for tourism entrepreneurs and business structures to facilitate the identification of market niches, target audiences, and mechanisms for the development and promotion of tourism products; the development of a financial support scheme and the search for funding sources for tourism marketing.

The mechanism for managing tourism marketing in a de-occupied territory of Ukraine should be aimed at: forming a system of relations between the management apparatus, marketing services of

the de-occupied territory, and various tourism business structures; ensuring effective management of tourism marketing in the given territory; coordinating interests related to tourism development and addressing emerging challenges; providing appropriate support; coordinating priority tourism directions; and implementing joint, territorially significant, integrated projects for different actors in the tourism sector.

The mechanism for developing a competitive tourism offer in a de-occupied regional territory should include: defining tourism objectives and forming a product strategy and an offer map for the de-occupied territory; identifying priority audiences and following trends in demand, supply, and distribution; monitoring existing offers and assessing their relevance and competitiveness; addressing problems while maximizing advantages and opportunities; differentiating existing tourism offers according to their quality and accompanying and additional services in order to achieve recognition in domestic and foreign markets; expanding the range of import-substituting and export-oriented tourism products of the de-occupied regional territory; stimulating innovation and investment in promising tourism directions; creating a system of tourism brands for the de-occupied territory; diversification through the development of new tourism products and offers for new markets in order to increase the variety of supply; creating inter-territorial tourism projects to further expand the market; defining new events and increasing the number of activities; ensuring maximum utilization of tourism infrastructure facilities; enhancing the marketing competitiveness of tourism companies in the de-occupied regional territory by increasing customer orientation, information support, and the development of skills in brand image creation and promotion; and ensuring effective, efficient, and results-oriented management in order to develop the offer and enable a specific de-occupied territory to gain a share of the tourism market.

The tourism marketing management mechanism in a de-occupied regional territory should ensure: the formation of the most comprehensive and competitive offer that meets the requirements of the tourism market and is capable of satisfying the needs of both the local population and tourists; the development of a product strategy, event-based economy, and experience and memory economy; the differentiation and diversification of tourism offers; the adaptation of tourism enterprises to market requirements and the creation of strategic, mutually beneficial partnerships; and the implementation of functions that enable the production and reproduction of the tourism resources of the territory.

However, the accumulated tourism resources, unique offers, and complementary goods must be commercialized in the most effective way, by reducing consumption costs and strengthening the position of the de-occupied regional territory within the interregional tourism space (Yung & Khoo-Lattimore, 2019). These requirements should be met by a mechanism for forming an effective system of distribution and sales of the integrated tourism product of the de-occupied territory. According to the authors, this system should include: the identification of potential markets and consumers; the development of a detailed plan and layout of the de-occupied tourism territory reflecting consumer needs and its correlation with the tourism supply of sites, facilities, and locations; preparation of priority offers and ready-to-use facilities for sale or lease; implementation of targeted marketing programs to attract priority audiences (tenants, consumers, tourists); formation of efficient distribution channels and stimulation of long-term relationships between local tourism firms and representatives of priority tourism destinations beyond the de-occupied regional territory; promotion of the tourism brands of the de-occupied tourism region in external markets; enhancement of marketing support for service delivery; development of interregional partnerships to implement joint offers in order to expand channels and geographic coverage; stimulation of increased purchase frequency by tourists in local outlets of regional brands of domestic producers (special business-to-business programs and tourist incentive schemes); preparation of a special program to attract consumers to priority tourism directions, provide them with up-to-date information, and simplify service booking procedures; and the formation of a system for managing distribution channels and partnerships, including mechanisms for conflict prevention and resolution.

As a unified technological process, this mechanism serves as a management tool for the distribution sphere and for creating conditions for the effective satisfaction of needs and market demand, managing value chains for the creation and delivery of tourism products to consumers, and fostering a marketing culture of exchange in goods and services, long-term partnerships, and distribution channels (Mamotenko & But, 2025b). Promotion is an integral component of tourism marketing in a de-occupied regional territory, as it forms and stimulates demand for resources, services, and offers. Only a de-occupied territory of Ukraine that consciously leverages its competitive advantages, positions itself strategically, and promotes information effectively will be able to achieve sustainable tourism development.

According to the authors, a modern mechanism for promoting tourism offers should include: the formulation of a promotion strategy for the tourism offers of the de-occupied regional territory and ensuring unity of approach and messaging; consolidated promotion of tourism enterprises' products from the de-occupied territory in domestic and foreign markets through participation in exhibitions and forums and the organization of public relations activities; promotion of tourism brands of the de-occupied regional territory in external markets; informational support for specific tourism programs of the de-occupied territory; creation of general advertising materials for events of specific tourism companies; identification of new tools, channels for promoting tourism offers of the de-occupied territory (including a website developed in line with the latest trends); creation of new marketing materials for the promotion of tourism offers and their wide dissemination; development of clear, memorable, consumer-oriented key messages; ensuring coordination of external communications; building an effective, well-functioning system of interaction with national and regional mass media; and activation and systematization of press services of public authorities, leading enterprises, and organizations of the tourism sector in the territory.

The mechanism makes it possible to increase the awareness of target audiences about the de-occupied regional territory, its events and tourism offer, and to enhance the attractiveness of the tourism resources concentrated in the territory, the conditions for tourists' stay, and business activity. It is aimed at systematizing and consolidating all efforts, creating an integrated post-war promotion strategy, and fostering "tourism patriotism" of the de-occupied regional territory.

A strategic direction of tourism marketing is image marketing. The need to form the image of de-occupied regional territories arises from the fact that, in the current context, regional tourism cannot be viewed as a closed, self-sufficient system, since its functioning depends on resources attracted through networks and linkages into which it is embedded (Policy and Destination Management, 2025). The necessity to define a place within the regional structure and to build the image of a reliable tourism partner determines the need to develop effective technologies and mechanisms for implementation.

The mechanism for forming and promoting a positive tourism image should include: identification of competitive advantages (recreational resources of the de-occupied territory, national parks or architectural heritage sites, health and wellness resorts, tourist safety systems, internationally oriented tourism enterprises); identification of unique tourism characteristics of the de-occupied regional territory; development of an image concept; creation of brands and implementation of technologies for building tourism trademarks; formulation of a promotion strategy and determination of information policy directions that support the tourism image of the de-occupied region; identification of mechanisms for communicating positive information to target audiences (public relations, advertising, forums, exhibitions, presentations); targeted dissemination of information about unique tourism products, high-quality services, developed tourism infrastructure, a favorable investment climate, positive events and achievements, and industry leaders; development of the tourism image of the de-occupied territory as a system of regional tourism brands; management of factors affecting the tourism image of the de-occupied region; organization of monitoring of the region's tourism image, including the de-occupied territory; and neutralization of negative stereotypes.

An important element in shaping the tourism image of a de-occupied regional territory is the development of a brand aimed at creating, developing, effectively promoting, and using the competitive advantages of the de-occupied tourism territory for the benefit of domestic and international tourism stakeholders with whom the region seeks cooperation. The creation of a tourism brand of the de-occupied territory—an established image and name—should lead to the effective development of the local economy, culture, and tourism.

A decisive factor in the post-war investment attractiveness of a de-occupied regional territory is the image formed in the perception of Ukrainian society. In the process of building a tourism brand of a de-occupied region, the same principles apply as in any other business: to strengthen competitive advantages of the de-occupied territory as a tourist destination and to make its weaknesses less visible (Fig. 3).

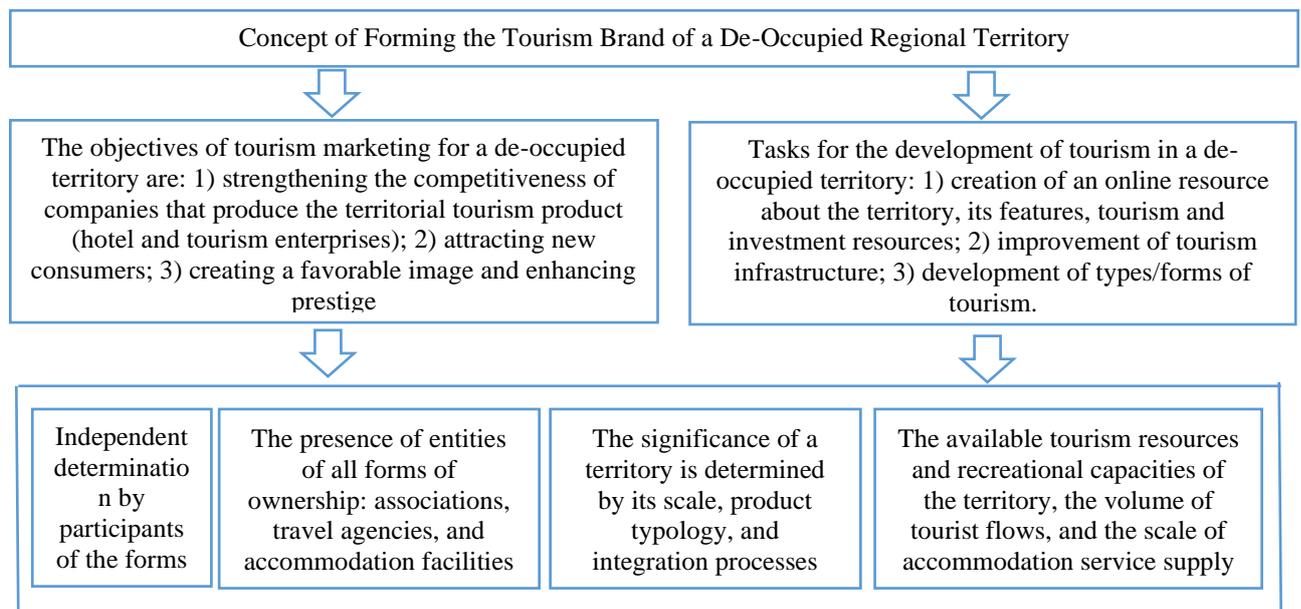


Figure 3. Concept for the formation of a tourism brand of the de-occupied territory of the region

Source: own compilation

For a de-occupied territory to obtain the status of a tourism brand, the following actions are required:

- organization of work in this direction by regional authorities, professional associations, institutions, and educational establishments;
- development of a concept for tourism development in the de-occupied regional territory;
- preparation of a feasibility study of a market-ready product;
- development of a system for promoting the de-occupied tourism territory.

From the authors’ perspective, the tourism brand of a de-occupied territory is a complex psychosocial construct that includes:

- the tourism image of the de-occupied territory, its values, associated consumer perceptions and emotions, visions for realizing territorial potential, culture and historical heritage, taking into account macro- and micro-level factors, and the global responsibility of regional authorities and tourism organizations (Fig. 4);

- a logo (the symbol and physical expression of the tourism brand) and intangible attributes (UN Tourism, 2025; World Tourism Barometer, 2025).

Thus, the development of tourism (international inbound, domestic outbound, and local tourism) in any de-occupied territory of any region of Ukraine is based on tourism resources, which

include cultural and historical attractions that are unique and capable of meeting the socio-cultural needs of travelers. However, different de-occupied tourism territories possess different levels of attractiveness.

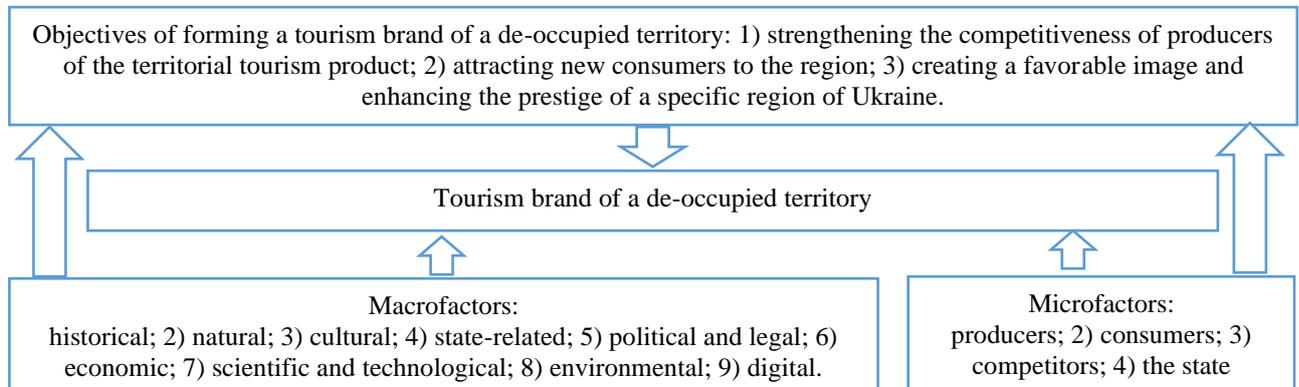


Figure 4. Objectives of forming a tourism brand of a de-occupied territory taking into account the influence of macro- and micro-level factors

Source: compiled by the author after (Publications Office of the European Union, 2025; UKRAINE Third Rapid Damage and Needs Assessment, 2025; EN.UNWTO-AP, 2025)

It is noted that, despite the existing tourism potential of various regions of Ukraine, tourism resources are underutilized by travel agencies and tour operators due to the insufficient development of tourism infrastructure in the regions of Ukraine and the low awareness of certain territories within regions in both domestic and international tourism markets (UNESCO, 2025).

In the context of managing a de-occupied regional territory from a marketing perspective, as a pathway for developing the tourism brand of this territory, the following areas become increasingly relevant.

First, ensuring an optimal structure and operating regime of the tourism and recreation complex. For a de-occupied regional territory to become competitive in international inbound and domestic outbound tourism markets in the post-war period, a prerequisite is the integrated use of cultural and historical assets and the creation of new tourist attractions. To shape a tourism image and promote the tourism product, the de-occupied territory should annually participate in international exhibitions and fairs, and organize event-based and promotional activities, festivals, and similar initiatives.

Second, conducting tourism and recreation passportization of the de-occupied regional territory to ensure comprehensive and systematic support for entrepreneurship and management in the tourism sector. The developed passport of a de-occupied territorial unit of the country may include: general information on its de-occupied units and the region; a description of tourism and recreational resources (climatic, water-based, beach, balneological and mud, landscape, cultural and historical); characteristics of the material and technical base of recreation and tourism of the de-occupied regional territory (public catering facilities, accommodation establishments, production, social and transport infrastructure, attractions); an assessment of the socio-economic and environmental situation; and information on existing and prospective programs for the development of recreation and tourism. It is also necessary to expand contacts and joint initiatives with public organizations in the tourism sector, as well as to establish systematic cooperation between regional (oblast-level) administrations and local communities in this area.

Third, to maintain a positive tourism image of the de-occupied territory and promote it as a center of regional development, it is necessary to engage mass media, develop a sustainably functioning Internet portal whose objectives include creating an effective emotional image of the tourism territory, maintaining and increasing brand recognition, establishing a presentation platform

containing comprehensive information about the territory, its tourism opportunities and services, and collecting information from tourism market participants.

Fourth, the development of recommendations for post-war rational recreational use of natural resources and environmental protection.

Fifth, the improvement of tourism infrastructure in the de-occupied regional territory.

The study of marketing as a tool for developing the tourism brand of a de-occupied territory forms the basis for the development of a model for shaping the tourism image of a de-occupied region of Ukraine, which envisages the application of tourism marketing methods in implementing measures to enhance its attractiveness (Fig. 5). The authors forecast the following types of effects resulting from the formation of the tourism image of a de-occupied territory:

- economic effects: growth of tourist flows; increase in investment; development of territorial infrastructure; development of hospitality industry entities; development of enterprises using territorial brands and geographical indications;

- social effects: formation of a positive image of settlements within the de-occupied territory and the region among local communities, visitors, and public authorities; improvement in the level and quality of life, including the objective well-being of the de-occupied territory.

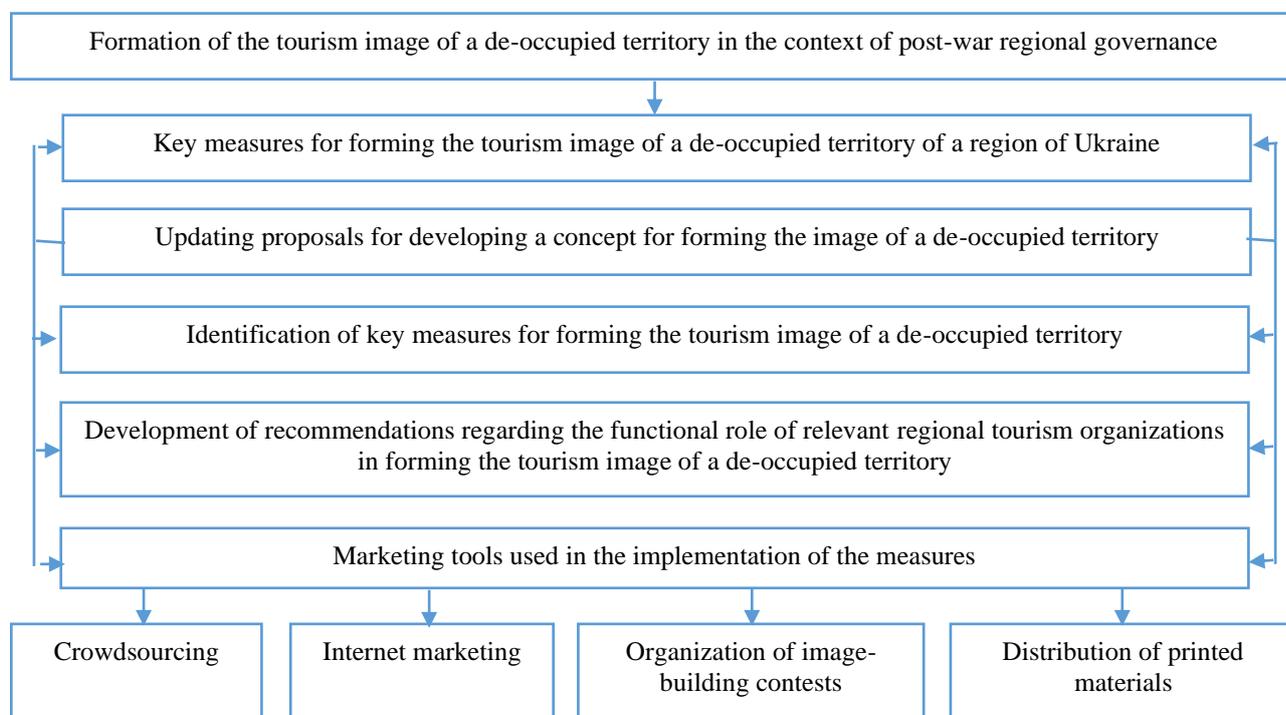


Figure 5. Model for forming the tourism image of a de-occupied territory

Source: own compilation

In the model developed by the authors, particular attention should be paid to identifying marketing measures for shaping the tourism image of a de-occupied territory (Table 2).

Table 2

Identification of marketing measures for forming the tourism image of a de-occupied territory

Marketing plan items	Marketing measure
Strategic planning of the tourism image of a de-occupied territory	Formulation of goals, objectives, and advantages
Conducting research	Segmentation, data processing
Development of the brand image platform	Essence of the brand image, description of advantages, analysis
Development of brand image identity	Logo, identification elements, guidelines
Development of a creative brand image strategy	Objective, technical brief, idea, communication message
Development of a media strategy	Goal setting, preliminary communication plan, media strategy
Promotion and monitoring of the brand image	Monitoring, placement and production of promotional materials, adjustments

Source: compiled by the author after (Project of the Recovery Plan of Ukraine, 2022; Mazaraki at al., 2022; Trusova at al., 2022)

An important task for the effective implementation of an integrated post-war tourism development strategy in de-occupied territories, in the context of efficient regional governance in Ukraine, is the rapid adoption and implementation of well-founded and timely managerial decisions aimed at increasing the attractiveness of the territory. Promising directions for the formation and development of the tourism brand of a de-occupied regional territory of Ukraine have been identified (Fig. 6).

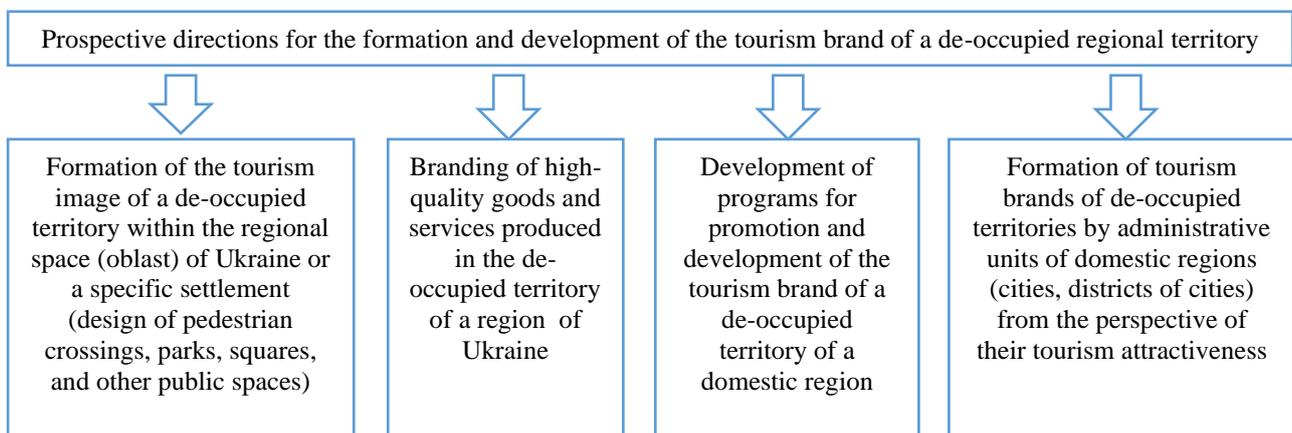


Figure 6. Prospective directions for the formation and development of the tourism brand of a de-occupied regional territory of Ukraine

Source: own compilation

Thus, the final stage in shaping the tourism image of a de-occupied territory is its promotion. The authors provide recommendations on the use of modern integrated methods for promoting the branding of a specific domestic de-occupied tourism territory.

One of the most effective methods is search engine optimization (SEO), the essence of which is to raise the de-occupied regional territory as high as possible in search engine results for relevant keyword queries. Another well-known method for promoting the tourism brand of a de-occupied

territory is contextual or display advertising, which involves the use of various types of online advertising (e.g., advertising the de-occupied regional territory as a tourism center will not appear directly through search engines but via other thematic tourism websites through ad clicks). Effective promotion methods also include publishing thematic articles on well-known online platforms about the potential and opportunities of the de-occupied territory, as well as using thematic forums and city and regional portals (Mamotenko and But, 2025b; Tsviliy, 2024). The most accessible and effective form of advertising in tourism activities remains print advertising, which includes information leaflets, price lists, promotional brochures, prospectuses, tourist maps, and other materials.

Recently, the issue of forming the tourism image of de-occupied territories has become the focus of attention of central and regional authorities, scholars, specialists in the tourism industry, and marketing professionals. This is evidenced by government-approved documents, strategies, and development programs of cities and regions of Ukraine, materials of scientific and practical conferences, as well as publications in print and electronic media devoted to current issues of post-war promotion of de-occupied territories and enhancing their economic and socio-cultural status. Overall, the tourism image of a de-occupied territory reflects the state of the post-war regional economy, the standard of living of the population, natural and climatic factors, specific features of history, religion, culture, mentality, science, and education—in general, the level of development and progress of both the de-occupied territory and the region as a whole. The model for forming the tourism image of a de-occupied territory proposed by the authors has practical value and is associated, first, with a high potential for attracting additional financial resources and, second, with an increase in the number of tourists and an expansion of the range of tourism services in the region.

CONCLUSION

An integrated post-war marketing strategy for tourism development in the de-occupied territories of Ukrainian regions should be based on rebranding (the transition from zones of hostilities to zones of resilience), the development of military tourism (memory tourism), ecotourism, as well as infrastructure recovery, which will ensure the safe attraction of domestic and international visitors. Within this strategy, the marketing mechanisms for post-war tourism development of de-occupied regional territories developed by the authors are based on a synthesis of effective international and domestic tourism practices, are comprehensive in nature, and cover all elements of the tourism marketing mix of de-occupied regional territories, relationship marketing, and branding. The integrated approach proposed by the authors is oriented toward both external and internal audiences and offers a set of specific characteristics and tools.

The measures formulated within these mechanisms are aimed at increasing the tourism attractiveness of de-occupied territories, creating conditions for intensifying entrepreneurial activity, improving the welfare and quality of life of the local population, ensuring comprehensive post-war development of tourism infrastructure and existing resources, and thereby enabling de-occupied regional territories of Ukraine to achieve a competitive position in the interregional division of labor in the tourism sector. In summary, the study demonstrates that the development and implementation of an integrated post-war marketing strategy for tourism development in the de-occupied territories of Ukrainian regions is a key factor for the successful activation of post-war regional development mechanisms. In the post-war recovery of Ukrainian regions, it is crucial to understand how well-designed marketing instruments can enhance investment attractiveness, stimulate tourism development, and strengthen the positive image of de-occupied regional territories. The obtained results are recommended for use by central and local public authorities of Ukraine, tourism development marketing agencies, stakeholders, and other interested parties in the development and implementation of strategies for tourism business development and tourism in de-occupied territories, as well as for regional development in general.

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ІНТЕГРОВАНА ПОВОЄННА МАРКЕТИНГОВА СТРАТЕГІЯ РОЗВИТКУ ТУРИЗМУ НА ДЕОКУПОВАНИХ ТЕРИТОРІЯХ РЕГІОНІВ УКРАЇНИ

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Актуальність статті базується на тому, що реалізація філософії й методології маркетингу в розвитку туризму на деокупованих територіях вітчизняних регіонів дозволить забезпечити їх ефективне функціонування в умовах жорсткої конкуренції та несприятливих наслідків війни. Метою статті є систематизація та обґрунтування науково-методичних засад і принципів розробки інтегрованої повоєнної маркетингової стратегії розвитку туризму на деокупованих територіях регіонів України на основі створення й розвитку бренду туристичної території. Предметом дослідження є парадигма сталого розвитку туристичної системи, яка містить динамічний процес послідовних повоєнних позитивних змін. Розроблені маркетингові механізми повоєнного розвитку туризму вітчизняної деокупованої території регіону засновані на синтезі ефективних елементів зарубіжних та вітчизняних туристичних практик, мають комплексний характер і стосуються всіх елементів комплексу туристичного маркетингу деокупованих територій регіонів країни, маркетингу партнерських відносин, брендингу.

Запропонований інтегрований підхід орієнтований на зовнішню і внутрішню аудиторію, пропонує набір конкретних характеристик і прийомів. Сформульовані в межах механізмів заходи спрямовані на: підвищення туристичної привабливості деокупованої території, створення умов для інтенсифікації підприємницької активності, зростання добробуту життя місцевого населення, всебічний повоєнний розвиток інфраструктури туризму та існуючих ресурсів, сприяючи задоволенню потреб та завоюванню деокупованою територією регіону України конкурентоспроможної позиції у міжрегіональному розподілі праці у сфері туризму. Результати рекомендовано до використання центральними і місцевими органами державної влади України, маркетинговими агентствами з розвитку туризму, стейкхолдерами й іншими заінтересованими сторонами для розробки та реалізації стратегій розвитку туристичного бізнесу та туризму на деокупованих територіях, а також для регіонального розвитку загалом.

Ключові слова: деокупована територія, регіон, стратегія, туризм, marketing, війна, розвиток.