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## SUSTAINABLE DEVELOPMENT MARKETING AS A TOOL FOR STRATEGIC TRANSFORMATION OF HOSPITALITY INDUSTRY ENTERPRISES

*The article is devoted to the justification of the transformation of marketing activities of hospitality industry enterprises in the context of implementing a sustainable development model. In the face of modern global challenges, traditional marketing tools require systematic adaptation to the principles of ethical consumption and environmental responsibility. The concept of sustainable marketing is based on a combination of three interrelated components: economic efficiency of business, social responsibility to the community, and environmental safety. The role of these components as key strategic guidelines that allow hospitality businesses to strengthen customer trust and form sustainable competitive advantages through the transmission of shared values with the guest is revealed. The structure of the main stages of a sustainable development marketing strategy adapted to the conditions of the hospitality industry is presented, which allows transforming the business processes of the enterprise into long-term competitive advantages and increasing its investment attractiveness. The main challenges that hinder the effective operation of hospitality establishments are identified: financial, marketing, legal and environmental. A combination of ABC analysis and Pareto charts was used to rank marketing strategies, which allowed for a clear distinction between management measures according to their level of impact on the adaptability of the enterprise. It was found that focusing on group A (digitalization of booking, personalization of service and implementation of energy-efficient solutions) provides the maximum cumulative effect and covers 76 % of the total significance of all identified strategies. Based on the results of the study, practical recommendations were formed to improve the marketing strategy for the sustainable development of the enterprise, structured according to three ESG vectors: environmental, social, and economic.*

*Key words: sustainable development, ecological innovations, consumer behaviour, social responsibility, marketing strategies, hospitality industry*

**Стеблюк Н. Ф., Горозжанкіна Н. А., Небаба Н. О., Псаров І. С. Маркетинг сталого розвитку як інструмент стратегічної трансформації підприємств індустрії гостинності.**

*Стаття присвячена обґрунтуванню трансформації маркетингової діяльності підприємств індустрії гостинності в контексті впровадження моделі сталого розвитку. Визначено, що традиційні маркетингові інструменти потребують системної адаптації до принципів етичного споживання та екологічної відповідальності. Концепція сталого маркетингу ґрунтується на поєднанні трьох взаємопов'язаних складових: економічної ефективності бізнесу, соціальної відповідальності перед громадою та екологічної безпеки довкілля. Розкрито роль цих складових як ключових стратегічних орієнтирів, що дозволяють підприємствам гостинності зміцнювати довіру клієнтів та формувати*



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стійкі конкурентні переваги через трансляцію спільних із гостем цінностей. Наведено структуру основних етапів маркетингової стратегії сталого розвитку, адаптованої до умов індустрії гостинності, що дозволяє трансформувати бізнес-процеси підприємства у довгострокові конкурентні переваги та підвищити його інвестиційну привабливість. Виокремлено основні виклики, що перешкоджають ефективній діяльності закладів гостинності: фінансові, маркетингові, правові та екологічні. Для ранжування маркетингових стратегій застосовано комбінацію ABC-аналізу та діаграми Парето, що дозволило чітко розмежувати управлінські заходи за рівнем їхнього впливу на адаптивність підприємства. Встановлено, що зосередження уваги на групі А (цифровізації бронювання, персоналізації сервісу та впровадженні енергоефективних рішень) забезпечує максимальний сукупний ефект і охоплює 76 % загальної значущості всіх виокремлених стратегій. Сформовано практичні рекомендації для вдосконалення маркетингової стратегії сталого розвитку підприємства, структуровані за трьома ESG-векторами: екологічним, соціальним та економічним.

Ключові слова: сталий розвиток, екологічні інновації, споживча поведінка, соціальна відповідальність, маркетингові стратегії, індустрія гостинності

**Problem statement.** The modern hospitality industry is at a stage of fundamental change, where traditional marketing strategies focused solely on maximizing consumption are losing their effectiveness. Today, the competitiveness of a business directly depends on its ability to integrate environmental and social values into daily operations. However, an analysis of the real state of the industry indicates a significant gap: entrepreneurs are already aware of the need for «green» transformations, but still urgently need applied mechanisms for their implementation. It is worth noting that the problem lies in the lack of a holistic scientific and methodological toolkit that would allow hospitality industry enterprises to adapt their strategic marketing to the requirements of sustainable development, without losing their financial stability and market positions. That is why sustainable development marketing becomes the conceptual basis that allows meeting the needs of the current generation of guests without limiting the opportunities of future generations [1].

Developing marketing strategies that can adapt to a changing environment is becoming one of the determining conditions for the long-term competitiveness of enterprises.

**Analysis of recent research and publications.** Sustainable marketing in the hospitality sector is considered by modern researchers as a key tool for building competitive advantages, increasing customer loyalty, and implementing the principles of environmental responsibility. In the scientific literature, sustainable marketing is defined as a strategy that combines economic efficiency, social ethics, and environmental safety [2, 3]. Scientists H. Volianyk and N. Marushko in their article [4] explore tools for attracting and retaining customers through environmental values and emphasize the importance of gamification, mobile applications, personalization, and eco-communication as components of sustainable marketing.

It has been determined that an emotional connection with the customer through environmental initiatives increases the level of repeat visits and forms long-term loyalty. M. Traverse, Yu. Samoilyk, I. Zavalii also emphasize that the adaptation of strategic decisions to real market needs based on the analysis of consumer behavior models is a determining factor in increasing the efficiency and competitiveness of the enterprise [5].

Yu. Dovgan, L. Serednytska [6] outline the possibilities of adapting the EU experience for domestic enterprises in order to increase their international competitiveness and transition from traditional marketing models to «green» strategies that take into account environmental, social and management factors. By implementing Zero Waste and Climate Friendly solutions, HORECA establishments receive economic, environmental and social benefits. The [7] presents cases of restaurants, cafes and hotels that have implemented zero-waste practices, local procurement, energy-efficient solutions. It also provides information on environmental initiatives that can be economically feasible and contribute to an increase in the average check and an improvement in the customer experience. Establishments that integrated sustainable marketing into the brand had higher activity on social networks and positive reviews.

A set of strategic directions for the post-war recovery and transformation of the domestic hospitality industry is presented in [8], which determines the transition from operational survival to systemic renewal. The key elements of the transformation are identified as the modernization of the material and technical base, the development of ecotourism destinations, and the integration of modern IT solutions into customer service.

Thus, sustainable marketing is being formed in scientific discourse as an integrated management model that provides synergy of economic efficiency, social ethics and environmental safety of the functioning of hospitality industry enterprises. This approach entails the transformation of traditional marketing strategies towards value-oriented interaction with consumers and stakeholders.

**Purpose of the article:** substantiation of theoretical foundations and formation of applied tools for strategic marketing management, which will ensure long-term competitiveness and sustainable development of hospitality industry enterprises.

**Presentation of the main material.** Sustainable marketing serves as a conceptual framework that unites strategic tools for managing marketing activities of enterprises. This approach involves integrating economic, environmental, and social priorities into the process of developing, promoting, and selling goods and services with a focus on long-term efficiency and business responsibility to society and the environment. The practical implementation of this marketing direction can vary from the production of single products from environmentally

friendly secondary raw materials to the formation of a holistic brand positioning based on sustainability. A common feature of such strategies is their orientation to the long-term perspective to increase the company's capital, which is an indispensable condition for the stable functioning and development of the business. The stages of implementing a sustainable marketing strategy are shown in Fig. 1.

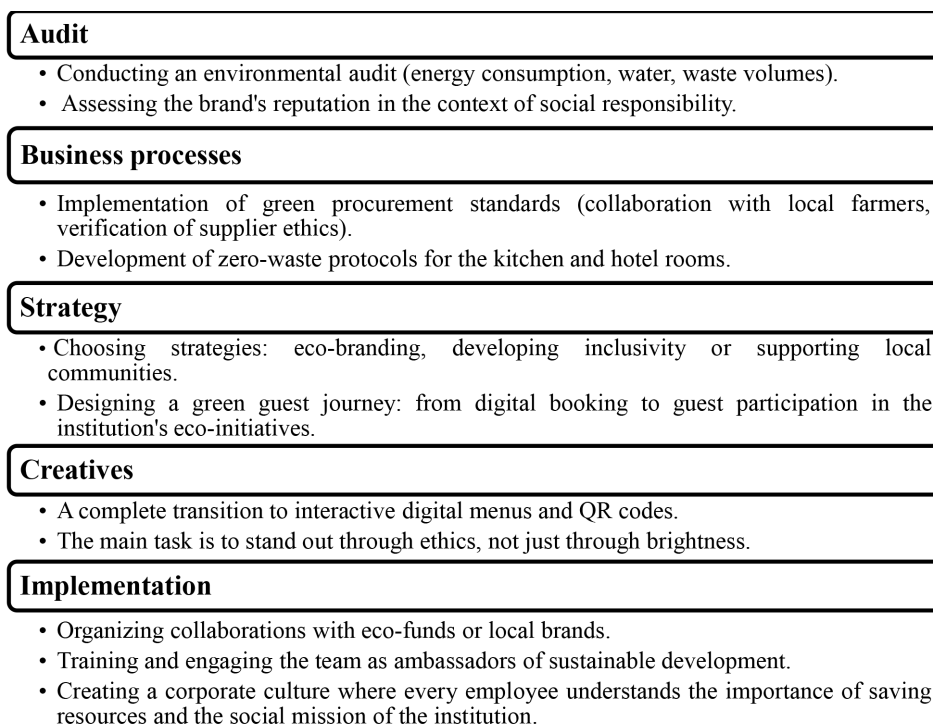


Fig.1. Main stages of implementing a sustainable marketing strategy

Source: [6, 7]

As studies show [9], an important component of sustainable marketing is the formation and promotion of values that simultaneously satisfy consumer needs, promote social change, and reduce the negative impact on the environment throughout the entire life cycle of a product or service, starting with development and production, ending with their consumption and disposal. This approach combines economic feasibility with social responsibility and environmental sustainability (Table 1, Fig. 2).

Table 1

**Basic principles of sustainable development in the marketing activities of an enterprise**

Principles	Characteristic
Focus on consumer and societal needs	Marketing decisions should be based on an understanding not only of individual customer needs, but also of the broader social and environmental needs of society as a whole. This includes offering products and services that are safe, environmentally friendly, and promote healthy lifestyles
Value marketing	Creating and promoting products and services that have not only functional value, but also added value in the form of positive social and environmental impact. Consumers increasingly value companies that demonstrate responsibility and transparency in their operations
Transparency and honesty	Open and truthful communication with consumers about the environmental and social characteristics of products and services, as well as about the company's activities as a whole. Avoiding greenwashing and providing complete and accurate information
Long-term perspective	Making marketing decisions with consideration for their impact on future generations and the stability of ecosystems. Rejecting short-term benefits in favor of long-term sustainability

Source: [9, 10]

The modern consumer chooses brands that share their values and align with their own views on responsible consumption. Trust is built through regular interaction with brands that truly improve service quality and demonstrate responsibility. Companies that consistently implement sustainable practices and openly communicate about it gain real advantages in image formation and attracting a conscious audience, especially in conditions of instability (Table 2).

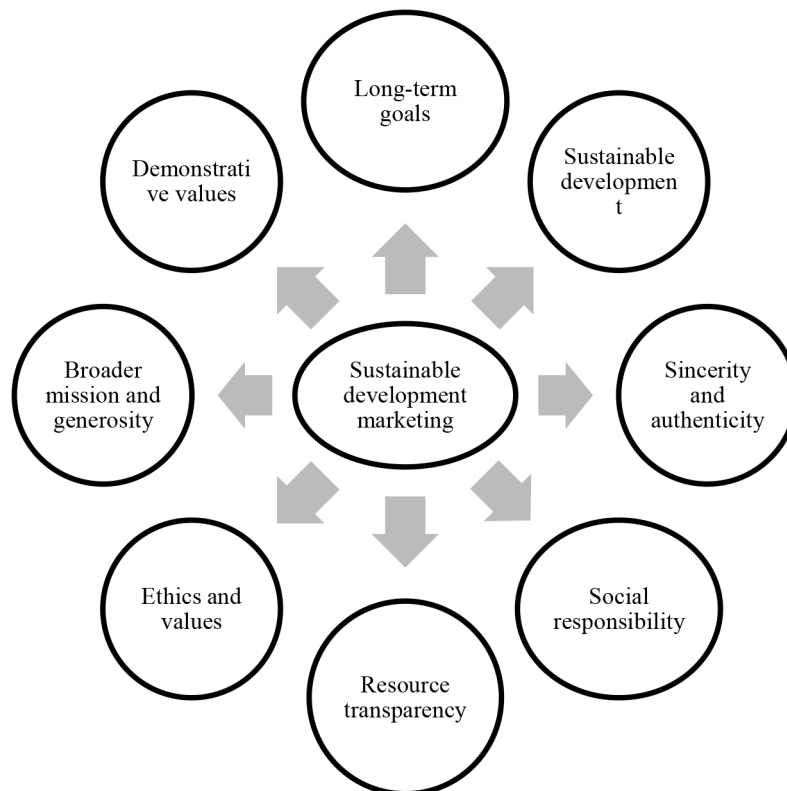


Fig. 2 Main components of sustainable development marketing

Source: [9, 10]

Table 2

**Adaptation of enterprises to conditions of uncertainty and risks**

Risk area	Marketing actions	Result
Economic instability	Flexible pricing, seasonal promotions	Attracting customers during the low season
Technological risks	Online sales, digitalization of services	Cost optimization, guest convenience
Social challenges	Increased hygiene standards, contactless service	Customer trust in times of threat (pandemics, crises)
Environmental changes	Eco-tour offers, greening campaigns	Creating a positive image

Source: [2, 7]

The application of the concept of sustainable marketing determines the appropriateness of using the concept of “ESG activity” (Environmental, Social, Governance), which is understood as a set of areas of activity of an enterprise aimed at achieving sustainable development goals. It is implemented through the adoption of management decisions that provide for measures to reduce the negative impact on the environment, form sustainable social relations, and adhere to the principles of ethical management, transparency, and corporate responsibility [9, 10].

Adapting to these changes through innovative technologies, transparency, social responsibility, and creative approaches will allow the hospitality industry to reach a new level of development [11, 12].

Hospitality industry enterprises are increasingly faced with external instability, growing environmental demands of consumers, and the need to maintain a positive social image (Fig. 3).

To overcome these barriers and optimize management decisions, it is advisable to use the Pareto chart in combination with ABC analysis as a tool for structuring strategies. In the process of developing an effective marketing strategy for service enterprises, it is especially important not only to identify the set of factors or measures that affect the result, but also to determine their priority. Taking into account scientific sources and practical experience of enterprises in the industry, nine key marketing strategies for sustainable development were selected. The data are arranged in descending order of importance in accordance with the requirements of the Pareto method (Table 3, Figure 4).

Group A (up to 80 %): five measures that together account for 76 % of the total significance, these are also the highest priorities that should be implemented first, as they will bring the greatest effect. Group B (80–95 %): three measures that add another 12 % to the cumulative total (up to 96 %), i.e. important priorities that require attention after, or in parallel with, group A. Group C (95–100 %): one measure that accounts for 4 % of the total significance (this is a less critical, but still necessary direction).

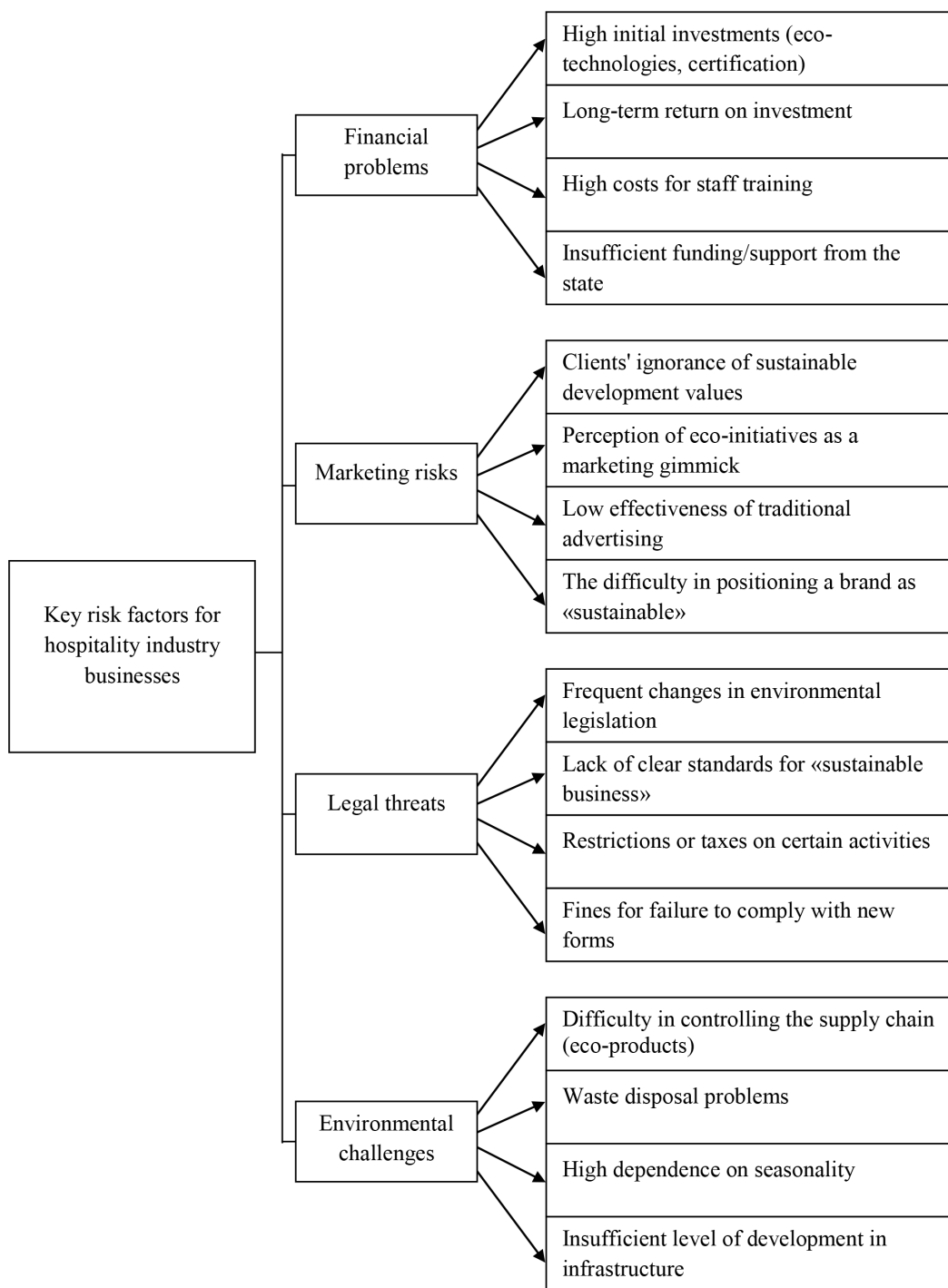


Fig. 3 Determinants of risk in the hospitality sector

Source: developed by the authors based on [2, 7, 10]

Based on the results of the analysis, recommendations were developed for sustainable marketing strategies structured around three ESG vectors:

- environmental vector: forming a «green image» of the enterprise and implementing environmentally responsible branding (eco-branding) through communication about the use of energy-efficient technologies, minimizing emissions and waste management; developing eco-programs for guests (encouraging the reuse of towels, digital menu, rejection of disposable plastic), which not only reduces costs but also builds loyalty [13];
- social vector: strengthening customer orientation and responsibility, development of the concept of “hospitality with purpose”, emphasis on fair treatment of personnel, equality in employment, participation in local initiatives;
- economic vector: innovation and strategic adaptability, diversification of services in accordance with the values of sustainable consumption (local gastronomy, wellness tourism, zero waste services), value-driven marketing.

Table 3

Data for Pareto analysis with ABC grouping of strategies

Strategies	% significance	Cumulative %	ABC Group
Improving the quality of guest service	21	21	A
Optimization of the reservation and room management system	17	38	A
Ensuring the safety of guests and staff	15	53	A
Implementation of energy efficiency and environmental responsibility measures	13	66	A
Development of loyalty programs for regular customers	10	76	A
Analysis of the competitive environment and adaptation of pricing policy	8	84	B
Staff development and motivation	6	90	B
Development of additional services	6	96	B
Improving marketing strategy and online presence	4	100	C

Source: developed by the authors

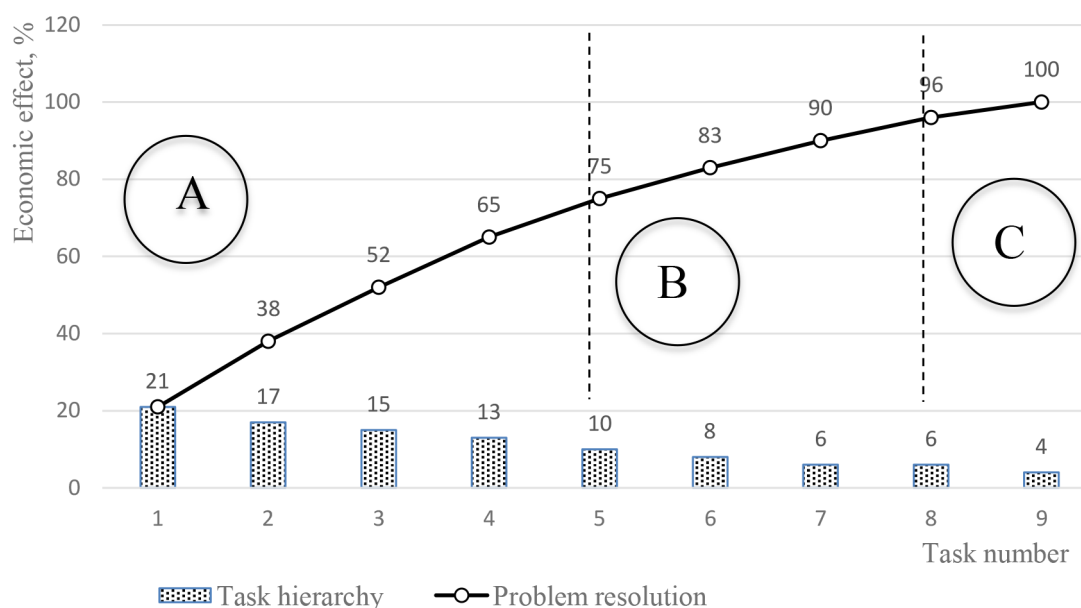


Fig. 4. Pareto diagram with grouping of strategies using the ABC method

Source: developed by the authors

**Conclusions.** The implementation of sustainable development principles is a necessary prerequisite for the competitiveness and investment attractiveness of hospitality industry enterprises. Sustainable marketing allows hospitality enterprises to form a value proposition that meets the needs of a new generation of conscious consumers.

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