

**MARKETING STRATEGIES
FOR THE POST WAR RESTORATION OF RURAL AREAS
IN UKRAINE: LESSONS FROM INTERNATIONAL EXPERIENCE**

The article is devoted to identifying priority marketing strategies for the effective post war restoration of rural areas in Ukraine, based on an analysis of international experience. It is noted that the concept of the thematic village is highly productive for shaping marketing strategies aimed at restoring rural territories that were located in the war zone or were under Russian occupation. An analysis of the thematic village concept, which has been successfully implemented in several European countries, is presented. This approach, rooted in ideas that emerged in the mid 20th century, focuses on the restoration and harmonious development of rural areas.

202
— *The concept of the thematic village becomes a shared framework for both authorities and local communities. To develop the thematic profile of a village, appropriate management and political instruments must be established at the institutional level. In the long term, thematic villages can strengthen residents' shared identity, enhance their involvement in community development, and support processes of community self organization. Thus, an important side effect of implementing the thematic village model is the strengthening of democratic practices.*

It is argued that, in developing strategies for creating thematic villages in territories that were front line or close to the front line, the concept of militarism can serve as a foundation for their positioning. Accordingly, for rural areas of Ukraine that have suffered from military actions, it is advisable to design marketing strategies that incorporate a military themed orientation for these villages.

Importantly, military thematics can serve as a distinctive competitive advantage for many rural areas affected by hostilities. At the same time, within the marketing strategies of each individual village, this military theme should be complemented by unique local features that more clearly articulate and reinforce the territorial brand.

¹ D.Sc. in Political Science, professor, H.S. Skovoroda Kharkiv National Pedagogical University, Kharkiv, Ukraine. E-mail: kuts.niss@gmail.com; <https://orcid.org/0000-0002-7263-1958>.

In general, in the post war period, the development of military themed concepts in Ukrainian rural areas affected by the war represents an optimal marketing strategy.

Keywords: *marketing strategies, rural areas, post war recovery, Ukraine, thematic village, political technologies, management technologies, military, territorial branding, international experience.*

Маркетингові стратегії для післявоєнного відновлення сільських територій в Україні: уроки міжнародного досвіду

Стаття присвячена виявленню пріоритетних маркетингових стратегій для ефективного поствоєнного відновлення сільських територій України у контексті аналізу міжнародного досвіду.

Зазначено, що концепція «тематичного села» є вельми продуктивною для формування маркетингових стратегій для повоєнного відновлення сільських територій України, які перебували в зоні бойових дій або ж тих територій, що перебували під російською окупацією. Здійснено аналіз концепції «тематичного села», яка була успішно реалізована на практиці в окремих європейських країнах. Означена теорія, базуючись на ідеях, що виникли у середині ХХ ст., спрямована на відновлення та гармонійний розвиток сільських територій.

203

Концепція «тематичного села» стає спільною і для органів влади, і для громади. Адже для формування «тематичності» села слід формувати відповідні управлінські та політичні технології на рівні владних інституцій. У перспективі «тематичні села» здатні зміцнювати спільну ідентичність мешканців, сприяти зростанню їхньої інтеграції у розбудові власної громади, детермінувати самоорганізацію спільноти. Тобто, важливим побічним ефектом від втілення «тематичного села» стає зміцнення демократичного ладу.

Аргументовано, що у формуванні стратегій створення тематичних сіл для територій, що були фронтовими, або ж наближеними до лінії фронту, концепт мілітарності здатний стати базовим для їхнього позиціонування. Відповідно, для сільських територій України, що потерпали від впливу воєнних дій, маркетингові стратегії бажано формувати на основі мілітарної тематичності сіл.

Важливо, що мілітарна тематичність може стати базовою унікальною конкурентною перевагою для більшості сільських територій, які зазнали впливу воєнних дій. Разом з тим, у маркетингових стратегіях для кожного окремого села ця мілітарна тематичність

має доповнюватися унікальними місцевими специфічними ознаками, які б більш випукло позиціонували бренд території.

Загалом, у поствоєнний період формування мілітарної тематичності на українських сільських територіях, які зазнали впливу війни, є оптимальною стратегією маркетингу.

Ключові слова: маркетингові стратегії, сільські території, поствоєнне відновлення, Україна, тематичне село, політичні технології, управлінські технології, мілітарність, бренд території, міжнародний досвід.

Problem statement. In the context of post war recovery in Ukraine, identifying appropriate priority marketing strategies for rural areas becomes particularly important. The use of marketing tools can significantly enhance economic efficiency, as the skillful development of marketing strategies stimulates innovative solutions and strengthens competitive positions. Moreover, marketing encourages the search for new ideas and supports the creation of new products and areas of activity.

204

— For the effective development of post war marketing strategies for rural areas in Ukraine, it is essential to reconsider their own territorial positioning. To achieve this, it is advisable to draw on international experience in branding rural areas under crisis conditions.

Analysis of research results. The problems of developing marketing strategies have been examined by numerous theorists across various fields, including historical humanitarian studies, economics, and political social sciences (Bahorka 2022, Khich 2023, Kozielski 2013, Kramar 2010, Mayovets 2023, Mourre 2022, Nikolaychuk 2019, Senyshyn 2023, Tsikh 2010, Ustik 2022, Zrobek 2013 et al).

Certain aspects of marketing strategy development and territorial branding, particularly in rural areas, have been analyzed in both Ukrainian and international political and social discourses (Borshchevskyi 2016, Byelyayeva 2021, Dedilova 2022, Herman 2021, Kravtsiv 2016, Kulish 2016, Lanovyuk 2016, Mazur 2019, Mazurek-Kusiak 2020, Nevlad 2019, Nosyryev 2022, Osypova 2022, Tomashuk 2019 et al). However, in contemporary Ukrainian political discourse, the issues related to forming marketing strategies for the post war restoration of rural areas remain insufficiently explored, especially in the context of international experience. This gap has defined the direction of the present research.

The purpose of the research. The purpose of the article is to identify priority directions in developing marketing strategies for the post war restoration of rural areas in Ukraine, based on an analysis of international experience.

Presentation of research results. Russia's war against Ukraine, which began in 2014, has had a profoundly destructive impact on the development of rural areas located in the eastern regions of the country. The full scale Russian armed aggression launched on February 24, 2022, resulted not only in extensive damage and the destruction of infrastructure in front line rural territories but also in the complete annihilation of many villages. At present, there are no precise statistics on the number of rural settlements in Ukraine that have been destroyed by Russia.

In the post war recovery of Ukraine, it is essential to focus on developing appropriate marketing strategies for rural areas. The use of marketing tools can significantly enhance economic efficiency, as the skillful design of marketing strategies stimulates innovation and strengthens competitive positions. Moreover, marketing encourages the search for new ideas and supports the creation of new products and areas of activity (Zrobek 2013, 183).

205

Marketing activity can be understood as a form of management focused on the processes of making relevant decisions and on developing managerial technologies for implementing those decisions. Therefore, from a managerial perspective, the integrating role of marketing is particularly significant (Kozielski 2013, 93). Marketing also plays an important role in shaping the culture of an organization or institution. In this context, value based foundations are essential for the development of effective marketing strategies.

According to O. Nikolaychuk, a marketing strategy is a long term model of marketing activity. It «contains a set of marketing tools that are continuously adjusted under the influence of changes in the external and internal environments, make it possible to achieve the defined marketing goals, and contribute to the formation of competitive advantages» (Nikolaychuk 2019, 115).

A marketing strategy serves as a key reference point and forms the foundation for developing the entire set of marketing activities within a given area. In designing a marketing strategy, the French researcher M.-L. Mourre recommends applying the three stage STP approach (Segmentation – Targeting – Positioning) (Mourre 2022, 6):

- Segmentation: analysing the market according to various criteria in order to identify groups of consumers with similar characteristics;
- Targeting: evaluating the identified segments in terms of goals, resources, and competitiveness, which makes it possible to select the most promising segments;
- Positioning: developing a relevant offer that is convincing and attractive to the chosen target group of consumers.

Thanks to the STP approach, it becomes possible to define clear areas of activity within the marketing plan at the operational level. At the positioning stage of the STP model, it is important to focus on the following characteristics (Mourre 2022, 25):

- Attractiveness: the positioning must be appealing to the selected consumer group and meet their expectations.
- Differentiation: the positioning must demonstrate significant distinctions from existing competing offers.
- Credibility: the positioning must be perceived as credible by consumers, giving them confidence that the promised value will be delivered.

206

—

For the effective development of post war marketing strategies for rural areas in Ukraine, it is essential to reconsider their own territorial positioning. In this context, the so called «Law of the Situation» becomes particularly relevant. This principle applies in circumstances where previous marketing strategies no longer function due to radical changes in historical, economic, social, or other conditions. According to the Law of the Situation, during periods of crisis it is crucial to clarify fundamental definitions, as profound societal transformations require a complete rethinking of approaches to marketing strategy formation across different sectors. In essence, the Law of the Situation offers a conceptual framework for reinterpreting such approaches. The term gained prominence thanks to Mary Parker Follett, the first management consultant in the United States, who introduced it in 1904. The core of the Law of the Situation lies in addressing the conceptualisation of activities (Naisbitt 1982, 98).

An illustrative example often cited in connection with Mary Parker Follett concerns her consultation with a curtain manufacturing company. Once a highly successful enterprise, the company had begun to experience significant losses. As technological and social conditions changed, consumer interest in traditional heavy curtains declined sharply. According to Follett, the company needed to conceptualise its own activity anew. In

line with the Law of the Situation, it first had to answer a fundamental question: «What activity are we truly engaged in?»

This required rethinking the company's mission and uncovering the hidden or peripheral dimensions of its work. Ultimately, Follett herself formulated a conceptual diagnosis: the company was not merely producing curtains – it was engaged in «light management». This reframing dramatically expanded the company's strategic possibilities. Beyond manufacturing curtains, it could now develop new lines of activity related to managing light: window design, spatial organisation around windows, and other services that addressed how light enters and shapes interior spaces.

Thus, effective conceptualisation of activities within the framework of the Law of the Situation requires clearly addressing two key questions: a) What activity are we actually engaged in? b) What activity would it be strategically beneficial for us to consider ourselves engaged in?

In this context, a conceptual rethinking of the very foundations of marketing strategies for post war rural areas in Ukraine becomes particularly important. The core definitions used in this process shape the way and style of thinking about strategic priorities, directing marketing strategies along specific trajectories.

Let us turn to the concept of the «thematic village», which has been successfully implemented in several European countries. The thematic village model is widely and effectively used across the European Union. Originating from ideas developed in the mid 20th century, this approach is aimed at revitalising and ensuring the harmonious development of rural areas. It focuses on building a distinctive identity around a specific theme, thereby stimulating local economic activity, strengthening community cohesion, and enhancing the attractiveness of rural territories for residents and visitors alike.

Strictly speaking, the idea of the thematic village was formally articulated by the governor of Lower Austria, Erwin Pröll, in 2000 with the aim of revitalising rural areas. This concept was based on «the search for, or creation of, a village's own uniqueness and identity by its inhabitants, with a focus on regional and local advantages» (Lanovyuk 2016, 306). It should be noted, however, that several examples of villages fitting the thematic village model had already emerged earlier, in the 1990s.

As scientific discussions around the definition of a thematic village have evolved, they have prompted a broader rethinking of regional policy—one

that is no longer understood narrowly as solely economic or agrarian. Regional policy today is inherently multidimensional, encompassing cultural, social, and environmental dimensions (Lanovyuk 2016, 306). This shift reflects the recognition that the revival and economic development of rural areas are impossible without strong social communication, community engagement, and the synergy of cultural and educational initiatives.

Today, the concept of the thematic village has become most widespread in Poland, where the process of creating such thematic rural areas is particularly active (Lanovyuk 2016, 307). As early as 2000–2005, the Hobbit themed village Sierakowo Sławieńskie was established near the Polish city of Koszalin, inspired by J. R. R. Tolkien's novel *The Hobbit*. This thematic village attracts around 15,000 tourists annually. By 2013, Poland already had 78 thematic villages, demonstrating the rapid expansion and popularity of this model.

208 — It is noteworthy that the population of thematic villages in Poland is generally quite small – typically ranging from 50 to 2,500 residents. This indicates that the idea of a thematic village is particularly productive for peripheral rural communities that are no longer able to sustain themselves through traditional forms of livelihood, such as conventional agriculture.

One of the key advantages of the thematic village concept is that it does not require substantial capital investment at the initial stages of implementation, which makes the model particularly relevant for Ukrainian rural areas in the post war period.

In Ukraine, the concept of the thematic village already has practical examples of implementation. The Cherkasy region became a pilot area for introducing this model. Between 2018 and 2020, a project to create thematic villages was carried out in the region, drawing directly on Polish experience. As a result of this initiative, by 2021 twelve thematic villages were operating in the Cherkasy region, each distinguished by its own unique identity shaped by the tourist potential of the surrounding rural area (Byelyayeva et al 2021, 53).

In general, a thematic village should be understood not only as an innovative mechanism for revitalising the rural economy. A thematic village also becomes «a generator for popularizing the identity of the local population, as it activates historical memory and positions the lived experience of the past as a foundation for contemporary self identification» (Lanovyuk 2016, 309).

The idea of a thematic village is interesting because it combines the resources of the local economy (human, social, economic, natural, etc.) with the cultural resources of a given rural area. The cultural resources of a rural area include the assets of spiritual culture, material culture, and the culture of space management (Mazurek-Kusiak 2020, 152).

We are talking about various customs, traditions, legends, local dialects, etc., which belong to spiritual culture. Material culture includes local crafts and folk clothing traditional to a given territory. The culture of space management includes the specifics of local architecture, landscape, and types of buildings.

The thematic village is able to provide additional alternative income to its residents. The successfully formed «thematicity» of the village is, in fact, a successfully formed brand of the territory (Mazur et al 2019). According to I. Tomaschuk, the branding of rural areas in Ukraine should be understood as an anti crisis marketing technology. This involves «the realization of the territory's unique institutional assets in order to ensure their effective development» (Tomashuk 2019, 150). An important element of branding rural areas is the formation of trust between representatives of government institutions and the population (Borshchevskiy et al 2016).

The key task of the thematic village is to advantageously «highlight» its own individuality (Kuts 2003), to strengthen the unique features of a common territorial identity based on local historical, cultural, and natural resources. Of course, this will contribute to the establishment of cooperation mechanisms between the authorities and the community. Also, a change in the format of positioning the village in the direction of «thematicity» will lead to higher quality changes in the lives of residents and in their well being.

The concept of the thematic village becomes common to both the authorities and the community. After all, in order to form the «thematicity» of the village, appropriate management and political technologies must be developed at the level of power institutions. Therefore, it is very important to involve leaders from the local community in implementing the concept of the «thematic village». Also important for promoting the idea of a thematic village are the fields of education and culture (Zrobek 2013, 197). In addition, it is appropriate to enable small and medium sized local enterprises to make full use of the impact of marketing measures (Zrobek 2013, 198).

In perspective, «thematic villages» are able to strengthen the common identity of the inhabitants, promote the growth of their integration in building their own community, and support the self organization of the community (Mazurek-Kusiak 2020, 153). That is, an important side effect of the implementation of the thematic village is the strengthening of the democratic system (Kuts 2011).

In general, the concept of the thematic village is very productive for the formation of marketing strategies for the post war restoration of rural areas of Ukraine that were in the war zone or in territories that were under Russian occupation.

In developing strategies for the creation of thematic villages in territories that were front line or close to the front line, the concept of militarism can become the basis for their positioning. Accordingly, for rural areas of Ukraine that have suffered from the impact of military actions, it is desirable to develop marketing strategies based on the military thematic nature of the villages.

210

— It is the military theme that can become interesting for future tourists who will bring investments to these villages, contributing to their further development. We are talking, in particular, about military tourism, which awaits Ukraine in the post war period. (Dedilova et al 2022, 48).

Importantly, military thematics can become a basic unique competitive advantage for most rural areas affected by hostilities. At the same time, in the marketing strategies for each individual village, this military theme should be supplemented with unique local specific features that would more clearly position the brand of the territory.

Complementary characteristics that will form the integral brand of each village in the context of military thematicity should take into account the specific features of a given area. We are talking about the everyday heroism of the peasants themselves in confronting the Russian aggressor, about the peculiarities of the inhabitants' survival under Russian occupation, about the people who defended Ukraine, about the history of the resilience of farms, and about the local specifics of the construction and functioning of roadblocks or redoubts, which reflect the atmosphere of a period of fierce combat confrontations, etc.

Ukraine is interesting to the world. And first of all, Ukraine is interesting for its heroism of resistance and its victories. Therefore, the concept of military thematicity for rural areas of Ukraine in the post war period

should become the basis for the development of appropriate marketing strategies.

Military thematicism is also interesting because of its rootedness in history. If a rural territory, for example, demonstrates the continuity of the idea of militarism from Cossack times to the history of modern confrontations, then this village will be even more interesting and, in the end, will receive more investment for development.

In general, it is the concept of militarism that can act as a competitive advantage for the territorial brands of post war rural areas of Ukraine. Accordingly, in the post war period, the formation of military themes in Ukrainian rural areas that were subjected to the destructive influence of military operations is the optimal marketing strategy.

Conclusions. Thus, the study is devoted to the identification of priority marketing strategies for the effective post-war restoration of rural areas of Ukraine in the context of the analysis of international experience.

Russia's war against Ukraine, which began in 2014, had a destructive impact on the development of rural areas located in the eastern territories of Ukraine. The full scale Russian armed aggression against Ukraine, which began on February 24, 2022, led not only to large scale damage and destruction of infrastructure in front line rural areas, but also to the complete destruction of many villages. Currently, there are no accurate statistics on rural settlements destroyed by Russia in Ukraine.

It is noted that in order to effectively form post war marketing strategies for the development of rural areas of Ukraine, it is important to rethink their own positioning.

An analysis of the concept of the thematic village was carried out, which has been successfully implemented in practice in some European countries. This theory, based on ideas that emerged in the mid 20th century, is aimed at the restoration and harmonious development of rural areas. The advantages of the thematic village concept lie primarily in the fact that significant capital investments are not required at the initial stages of its implementation, which is particularly relevant for Ukrainian rural areas in the post war period.

The concept of the thematic village becomes common to both the authorities and the community. After all, in order to form the «thematicity» of the village, appropriate management and political technologies must be developed at the level of power institutions. In the future, «thematic villages» are able to strengthen the common identity of residents,

promote the growth of their integration in the development of their own community, and support the self organization of the community. That is, an important side effect of the implementation of the thematic village is the strengthening of the democratic system.

In general, the concept of the thematic village is very productive for the formation of marketing strategies for the post war recovery of rural areas of Ukraine that were in the war zone or in territories that were under Russian occupation.

It is argued that in forming strategies for the creation of thematic villages in territories that were front line or close to the front line, the concept of militarism can become the basis for their positioning. Accordingly, for rural areas of Ukraine that have suffered from the impact of military actions, it is desirable to form marketing strategies based on the military thematic nature of the villages.

212 — Importantly, military thematics can become a fundamental and unique competitive advantage for most rural areas affected by hostilities. At the same time, in the marketing strategies of each individual village, this military theme should be complemented by unique local features that more clearly position the territorial brand. The complementary characteristics that will form the integrated brand of each village within the framework of military thematicity should take into account the specific features of the given area. This includes the everyday heroism of local residents in confronting the Russian aggressor, the particularities of civilian survival under Russian occupation, the stories of those who defended Ukraine, the history of the resilience of local farms, and the specific local practices of constructing and operating roadblocks or redoubts that reflect the atmosphere of periods of intense combat, among other elements.

Military thematicism is also compelling because of its deep historical rootedness. If a rural territory, for example, demonstrates the continuity of the idea of militarism from Cossack times to the history of modern confrontations, then such a village becomes even more attractive and, ultimately, is more likely to receive investment for its development.

In general, the concept of militarism can serve as a competitive advantage for the territorial brands of post war rural areas of Ukraine. Accordingly, in the post war period, the development of military themed narratives in Ukrainian rural areas that were affected by the war represents an optimal marketing strategy.

References:

1. Bahorka, Mariia, Ustik, Tetiana. 2022. "Obgruntuvannya vyboru marketynhovoyi stratehiyi upravlinnya pidpryyemstvom" [Justification of Choice of Marketing Strategy of Enterprise Management]. Problemy suchasnykh transformatsiy. Seriya: ekonomika ta upravlinnya [Problems of Modern Transformations. Series: Economics and Management]. 5: 1–8. (In Ukrainian). <https://doi.org/10.54929/2786-5738-2022-5-04-01>

2. Byelyayeva, Svitlana S., Herman, Iryna V. 2021. "Stratehemy vidrodzhennya turystychnoho Tyasmynu na Cherkashchyni" [Strategies for the revival of the tourist Tyasmin in Cherkasy region]. Stratehiyi staloho rozvytku v turyzmi ta hotelno-restorannomu biznesi: mozhlyvosti i problemy zaprovadzhennya v Ukrayini: monohrafiya [Strategies for sustainable development in tourism and hotel and restaurant business: opportunities and problems of implementation in Ukraine: monograph]. Cherkasy: CHDTU. 189 s. S. 49–58. (In Ukrainian). https://er.chdtu.edu.ua/bitstream/ChSTU/3299/2/%D0%91%D1%94%D0%BB%D1%8F%D1%94%D0%B2%D0%B0_%D0%93%D0%B5%D1%80%D0%BC%D0%B0%D0%BD.pdf

213

3. Borshchevskyi, Victor V., Kulish, Inna M., Kravtsiv, Iryna K. 2016. "Marketynh silskykh terytoriy u noviy paradyhmi upravlinnya konkurentospromozhnisty rehionu" [Marketing of Rural Areas as a New Paradigm of Management Competitiveness of the Region]. Sotsialno-ekonomichni problemy suchasnoho periodu Ukrayiny [Socio-Economic Problems of the Modern Period of Ukraine]. 1 (117): 12-15. (In Ukrainian). [http://ird.gov.ua/sep/sep20161\(117\)/sep20161\(117\)_012_BorshchevskyiV,KulishI,KravtsivI.pdf](http://ird.gov.ua/sep/sep20161(117)/sep20161(117)_012_BorshchevskyiV,KulishI,KravtsivI.pdf)

4. Dedilova, Tetiana, Nosyryev, Oleksandr, Osypova, Svitlana. 2022. "Stratehichna kontseptsiya vidbudovy turystychnoho potentsialu Ukrayiny u postvoyenni chasy" [Strategic concept of tourism potential reconstruction in the post-war Ukraine]. Sotsialno-ekonomichni problemy i derzhava [Socio-Economic Problems and the State]. 1 (26): 46-54. (In Ukrainian). <http://sepd.tntu.edu.ua/images/stories/pdf/2022/22dtvupc.pdf>

5. Kuts, Halyna M. 2003. "Fenomen mody: ontolohichnyi status i filozofsko-antropolohichni zasady" [Fashion Phenomenon: Ontological Status and Philosophical-Anthropological Foundations]. Avtoref. dys. kand. filoz. nauk. Kharkivskyi natsionalnyi universytet imeni V.N. Karazina. 16 s. (In Ukrainian)

6. Kuts, Halyna M. 2011. "Transformatsiynyi potentsial liberalizmu v politychnomu prostori" [Transformational Potential of Liberalism in the Political Environment]. Avtoref. dys. dokt. polit. nauk. Chernivetskyi natsionalnyi universytet imeni Yu. Fedkovycha. 36 s. (In Ukrainian)

7. Lanovyuk, Lyudmyla P. 2016. "Tematychni sela, yak mistysya pamyati ta chynnyky polityky pamyati: evolyutsiya zarubizhnoho i vitchyznyanoho istorychnoho dosvidu (1990-2000-i roky)" [Thematic villages as places of memory and memory policy factors: the evolution of foreign and national historical experience (1990-2000 years)]. Naukovi pratsi istorychnoho fakultetu Zaporizkoho natsionalnoho universytetu [Scientific works of the Faculty of History of Zaporizhia National University]. 46: 306-309. (In Ukrainian) http://nbuv.gov.ua/UJRN/Npifznu_2016_46_57

8. Mazur, Yurii P., Nevlad, Vira F. 2019. "Vykorystannya marketynhovykh tekhnolohiy u diyalnosti obyednanykh terytorialnykh hromad" [The Use of Marketing Technologies in the Activities of United Territorial Communities]. Naukovyy visnyk Mukachivskoho derzhavnoho universytetu. Seriya «Ekonomika» [Scientific Bulletin of Mukachevo State University. Series "Economics"]. 1 (11): 96-101. (In Ukrainian) <https://economics-msu.com.ua/uk/journals/tom-6-1-2019/vikorystannya-marketingovykh-tekhnolohiy-u-diyalnosti-ob-yednanikh-teritorialnikh-gromad>

9. Mayovets, Yevgen Y., Senyshyn, Oksana S., Khich, R.Y. 2023. "Klasyfikatsiya marketynhovykh stratehiy u protsesi stratehichnoho marketynhovoho planuvannya" [Classification of Marketing Strategies in the Process of Strategic Marketing Planning]. Investytsiyi: praktyka ta dosvid [Investments: Practice and Experience]. № 2. (In Ukrainian). <https://doi.org/10.32702/2306-6814.2023.2.5>

10. Nikolaychuk, Olha. 2019. "Marketynhova stratehiya: sutnist i osoblyvosti" [Marketing Strategy: Essence and Peculiarities]. Halytskyi ekonomichnyy visnyk [Galician economic journal]. 6 (61): 111-118. (In Ukrainian) http://elibrary.donnuet.edu.ua/2106/1/Nikolaichuk_article%206_2019.pdf

11. Tomashuk, Inna V. 2019. "Brendynhovi osnovy rozvytku silskykh terytoriy Vinnytskoho rehionu" [Branding Foundations of the Development of Rural Areas of Vinnytsia Region]. Naukovi visnyk Uzhhorodskoho natsionalnoho universytetu. Seriya: Mizhnarodni ekonomichni vidnosyny ta svitove hospodarstvo [Scientific Bulletin of Uzhhorod National University. Series: International Economic Relations

and World Economy]. 25 (2): 147-155. (In Ukrainian) http://nbuv.gov.ua/UJRN/Nvuumevcg_2019_25%282%29__32

12. Tsikh, H., Kramar, I. 2010. "Osoblyvosti vyboru marketynhovoyi stratehiyi" [Features of Choosing a Marketing Strategy]. *Halytskyi ekonomichnyy visnyk* [Galician ekonomik journal]. 2 (27): 79-83. (In Ukrainian) https://elartu.tntu.edu.ua/bitstream/123456789/728/2/GEB_2010_v27_No2-G_Tsih_I_Kramar-Features_choice_of_marketing_strategy__79.pdf

13. Kozielski, Robert. 2013. Ewolucja marketingu – wymiar historyczny i naukowy. (In Polish). <http://dx.doi.org/10.18778/7969-046-6.09>

14. Mazurek-Kusiak, Anna. 2020. Wioski tematyczne jako element zrównoważonego rozwoju obszarów wiejskich na przykładzie województwa lubelskiego. Wybrane aspekty zrównoważonego rozwoju obszarów wiejskich. Instytut Naukowo-Wydawniczy «Spatium», Radom. S. 151-161. (In Polish) <http://inw-spatium.pl/wp-content/uploads/2020/04/Do-pobrania-1.pdf>

215

15. Mourre, Marie-Laure. 2022. La stratégie marketing. Marketing, Collection Openbook, Dunod, 32 p. (In French) <https://hal.science/hal-03696167/document?>

16. Naisbitt, John. 1982. Megatrends: Ten New Directions Transforming Our Lives. Issue 158. Front Cover. Warner Books. Social Science. 290 p. (In English)

17. Zrobek, Janusz. 2013. Marketing terytorialny a rozwój terenów wiejskich. 183-199. <https://dspace.uni.lodz.pl/bitstream/handle/11089/23838/183-199%20Zrobek.pdf?sequence=1&isAllowed=y>