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Svitlana Tymchuk, Uman National University

Candidate of Economic Sciences, Associate Professor of The Department Tourism and Hotel and Restaurant Business

Liudmyla Neshchadym, Pavlo Tychyna Uman State Pedagogical University

Candidate of Economic Sciences Associate Professor of The Department of Technology and Organization of Tourism and Hotel and Restaurant Business

Nataliia Barvinok, Pavlo Tychyna Uman State Pedagogical University

Doctor of Philosophy, Ph.D Senior Lecturer of The Department of Technology and Organization of Tourism and Hotel and Restaurant Business

BRAND MANAGEMENT IN TOUR OPERATING: SYNERGY OF MARKETING AND MANAGERIAL INNOVATIONS

БРЕНД-МЕНЕДЖМЕНТ У ТУРОПЕРАТОРСЬКІЙ ДІЯЛЬНОСТІ: СИНЕРГІЯ МАРКЕТИНГУ ТА УПРАВЛІНСЬКИХ ІННОВАЦІЙ

Анотація: У статті досліджено особливості бренд-менеджменту в туropераторській діяльності, зокрема його роль у формуванні конкурентоспроможності компаній. Зазначено, що сучасні маркетингові стратегії та управлінські інновації є ключовими чинниками розвитку сильного бренду. Обґрунтовано, що інтеграція цифрових технологій і клієнтоорієнтованого підходу сприяє зміцненню лояльності споживачів та підвищенню ефективності бізнес-процесів. Розглянуто перспективи синергії маркетингових і управлінських рішень для створення унікальної ринкової пропозиції.

Abstract: The article explores the role of brand management in the tour operator industry, focusing on the synergy between marketing strategies and managerial innovations. It is noted that in the context of increasing competition and evolving consumer expectations, brand management plays a crucial role in maintaining the competitiveness of tour operators. The article highlights that digital transformation, including the adoption of advanced technologies such as CRM systems, data analytics, and social media platforms, significantly influences the

management of brands in this sector. It is substantiated that these technological advancements enable tour operators to better understand consumer preferences, offer personalized services, and improve customer engagement.

It has been researched that excessive consumption of traditional marketing techniques without adaptation to new trends can lead to brand stagnation and loss of consumer trust. The article notes that an integrated approach combining marketing tools with innovative management practices is essential for sustaining brand value in a dynamic market environment. It is proved that the implementation of sustainable tourism practices and the focus on eco-friendly initiatives further strengthen a brand's position among environmentally-conscious consumers. Additionally, the article emphasizes the growing importance of personalization and consumer-centric strategies in brand development.

It is substantiated that the use of data-driven marketing approaches and automation in operational processes contributes to greater efficiency and enhanced customer satisfaction. The article concludes that a well-balanced synergy between digital tools, sustainable practices, and strategic brand management is key to achieving long-term success for tour operators in the competitive tourism industry.

Keywords: brand management, tour operating activities, digitalization, marketing strategies, managerial innovations, tourism, competitiveness, customer orientation, business processes, market proposition

Ключові слова: бренд-менеджмент, туроператорська діяльність, діджіталізація, маркетингові стратегії, управлінські інновації, туризм, конкурентоспроможність, клієнтоорієнтованість, бізнес-процеси, ринкова пропозиція

Statement of the problem. In the context of the modern tourism industry, characterized by intense competition and rapid technological advancements, brand management has emerged as a key factor influencing the success of tour operators. The challenge faced by many companies in the sector lies in the ability to adapt traditional marketing techniques to the evolving needs of consumers while simultaneously incorporating innovative managerial practices. The increasing digitalization of the tourism market, the rise of online platforms, and shifting consumer expectations have all created new opportunities, but also new challenges for tour operators in managing their brands.

Furthermore, despite the growing recognition of the importance of branding, many tour operators continue to rely on outdated marketing strategies, failing to effectively integrate technological tools, data analytics, and personalized services into their operations. The rapid shift toward sustainability in consumer preferences and the demand for eco-friendly tourism services also require brand managers to rethink their approach to brand identity and positioning. Therefore, the key problem in the field of brand management for tour operators is finding the right balance between innovative marketing strategies and efficient managerial

approaches to meet the needs of the modern tourist.

This study aims to explore how the synergy of marketing tools and managerial innovations can enhance brand management in the tour operator industry, focusing on their integration and impact on competitiveness, customer loyalty, and brand differentiation. Addressing this problem is essential for developing a more adaptive and resilient brand management strategy that can successfully navigate the changing landscape of global tourism.

Formulation of the problem.

The rapid development of the tourism industry and increasing competition in the tour operating sector create a pressing need for effective brand management strategies. The challenge lies in integrating marketing approaches with managerial innovations to build and maintain strong, competitive brands. Additionally, the dynamic nature of the tourism market requires brands to continuously adapt to changing consumer preferences, technological advancements, and global trends. Therefore, the problem addressed in this study is to explore how the synergy between marketing strategies and managerial innovations can contribute to the effective management and enhancement of tour operators' brand identity.

Analysis of recent research and publications. There is a range of works by domestic and foreign researchers that have explored aspects of brand management, marketing, and innovative approaches in tour operator activities. For instance, Yurchenko N.I. (2019) studied the principles of

forming a competitive brand in the tourism industry, emphasizing the importance of adapting branding strategies to modern market conditions [1]. The analysis of the concept of tourism branding conducted by Boyko M., Bosovska M., and Okhrimenko A. (2021) highlights the need for reframing strategies to achieve effective brand positioning in the market [2].

Kovalchuk O. (2019) underlines the importance of branding in tourism enterprises as a tool to enhance their competitiveness [3]. Similarly, Shaleva O. (2024) explores the application of CRM systems in hotel enterprises, showcasing their ability to optimize business processes, improve customer relationships, and drive overall operational efficiency [4]. Dolha H.V. (2019) analyzes brand strategy management in the tourism services market, noting the importance of adapting to changing consumer needs [5].

Khramtsova Yu.V. (2021) highlights the development of communication management in the context of societal informatization, which is highly relevant for tourism branding in the digital age [6]. Loshenyuk O., Galan L., and Posokhov I. (2022) examine modern strategies in international marketing that can be adapted to develop tour operator brands [7]. Penkova O.H. and Lementovska V.A. (2024) investigate strategies for brand promotion, emphasizing the need for tailored approaches at different stages of the product life cycle to maximize effectiveness [8].

Sereda N. (2023) investigates marketing and branding in tourism, particularly strategies for promoting

and enhancing tourism destinations' competitiveness [9]. The works of Kovbas H.I. and co-authors (2024) propose new approaches to forming emotional brand marketing, which can be applied in tour operator activities [10]. Chernega O. (2022) analyzes the impact of digital technologies on the transformation of the tourism industry during the war in Ukraine, which is critically important for modern brand management [11].

Thus, the available research provides a scientific foundation for studying the synergy of marketing tools and managerial innovations in the brand management of tour operator companies but requires further analysis and integration to account for the specifics of the national tourism market.

The purpose of the article is to explore the role of brand management in enhancing the competitiveness of tour operators through the integration of marketing strategies and managerial innovations. The study aims to identify effective approaches for creating and maintaining strong brands in the dynamic tourism market. Additionally, the article seeks to analyze how the synergy between innovative management practices and marketing tools can address the challenges tour operators face. Ultimately, the research provides insights into developing sustainable branding strategies to meet the evolving demands of consumers and the industry.

The object of the study is the processes and tools of brand management in the tour operating sector, focusing on the integration of marketing strategies and managerial innovations to enhance

competitiveness and adapt to the dynamic tourism market.

The subject of the study is the synergy between marketing strategies and managerial innovations in the context of brand management within tour operating activities.

Presentation of the main material. Brand management plays a key role in shaping the competitiveness of tour operators in modern conditions, as a strong brand is one of the main factors ensuring market success. It creates a positive image of the company, fosters consumer trust, and ensures their loyalty. In the highly competitive environment of the tourism market, a brand enables tour operators to stand out among other participants by offering a unique market proposition that meets consumer expectations.

Moreover, branding influences a company's ability to adapt to changes in consumer demands and technological environments, contributing to its resilience and growth [4]. In the context of digitalization and globalization, effective brand management allows tour operators to utilize modern marketing tools, such as social media, SEO optimization, and CRM systems, to build personalized interactions with customers [11, 13]. As a result, companies with strong brands not only secure stable demand but also gain additional competitive advantages in the international market [7].

In the current development of the tourism market, characterized by high competition and rapid changes in consumer demands, marketing strategies play a crucial role in the development of tour operator brands [9]. Effective brand management requires the application of tailored

approaches that consider industry specifics, market dynamics, and the characteristics of the target audience (see Fig. 1).

Marketing strategies for brand development in tour operator activities	Brand differentiation
	Digital marketing and online promotion
	Personalization of marketing communications
	Content marketing strategy
	Collaboration with opinion leaders (influencers)
	Corporate social responsibility (CSR) strategy
	Loyalty through reward programs
	Integration of omnichannel strategies

Figure 1 – The Most effective marketing strategies for brand development in tour operator activities

Source: created by the author based on [6, 9, 11, 12].

Among the most effective strategies for brand development in tour operator activities is the use of content marketing, which allows for creating an emotionally appealing company image through captivating travel stories, recommendations, and reviews [6, 9]. Additionally, the personalization of offerings has become an important tool for strengthening the brand, as the ability to meet individual customer needs enhances their loyalty [12]. Successful tour operators also actively implement social marketing strategies, utilizing social media and platforms to promote their services, engage with customers, and build a positive company image [11].

An innovative approach to brand building often relies on the integration of digital technologies, such as big data analytics, to study consumer preferences and design more precise marketing campaigns. Furthermore, collaboration with bloggers and influencers with significant audiences allows for expanding brand reach and

building trust. All these approaches aim to create a long-term emotional connection between the tour operator's brand and its customers, which serves as the foundation for achieving stability and growth in a competitive market [7].

Managerial innovations are a key factor in creating and maintaining a strong brand in the tourism sector, as they contribute to improving business process efficiency and adapting to changing market conditions [4, 3]. One of the main directions is the implementation of digital technologies, such as CRM systems for managing customer relationships, which allow for a deeper understanding of customer needs and the personalization of offerings. Additionally, automating internal processes and utilizing analytical platforms help optimize operational activities, thereby increasing company productivity [8, 12].

Innovative management approaches also include flexible planning and decision-making methods that enable quick responses to changes

in consumer preferences and market conditions. Strategic partnerships and integration with other participants in the tourism ecosystem, such as airlines, hotels, or travel service providers, contribute to expanding offerings and strengthening brand positioning.

A significant role is played by implementing innovations in corporate culture, which foster creativity and employee engagement. Motivational programs, training, and professional development initiatives build a team capable of generating unique ideas to enhance the brand [9]. Additionally, the adoption of sustainable development strategies, demonstrating the company's responsibility toward society and the environment, increases its appeal among customers.

Overall, managerial innovations create conditions for building long-term trust in the brand, enhancing its recognition, and ensuring competitiveness in the dynamic tourism market [5].

Managerial innovations that contribute to creating and maintaining a strong brand in the tourism sector encompass the implementation of modern technologies, strategic approaches, and adaptive management models. Digitalization of processes, in particular, is a key element: the use of CRM systems for personalizing services and managing customer relationships helps foster customer loyalty. Analytical platforms assist in studying market trends, analyzing consumer behavior, and creating unique offerings [12].

Flexible management methods, such as Agile or Lean, ensure a company's ability to quickly respond to

changes in demand and market conditions. Innovations in corporate culture that promote creativity and employee engagement contribute to generating ideas for creating a unique brand image [9, 13].

Additionally, managing sustainable development, including environmental initiatives and socially responsible projects, strengthens the brand's reputation in the eyes of modern consumers who increasingly value companies' responsible approaches toward the environment and society. These approaches, combined with the implementation of the latest marketing tools, form a strong, recognizable brand capable of withstanding competitive pressures and attracting new clients [5].

The synergy between marketing tools and management approaches significantly enhances the effectiveness of brand management, creating favorable conditions for the comprehensive development of the brand and its adaptation to the changing market environment [6, 7]. Integrating marketing strategies with innovative management approaches allows for a more personalized approach to clients, fostering their loyalty and satisfaction. This includes using modern analytical tools to study the market and customer behavior, enabling more precise adjustments to communication strategies and products to meet specific audience needs (Figure 1).

The synergy between marketing tools and management approaches creates a harmonious strategy that addresses both consumer needs and the internal capabilities of a tour operator company. Utilizing marketing tools such as branding, digital marketing,

and CRM systems, combined with management approaches like agile management and strategic planning,

enables the company to quickly adapt to market changes [11, 14].

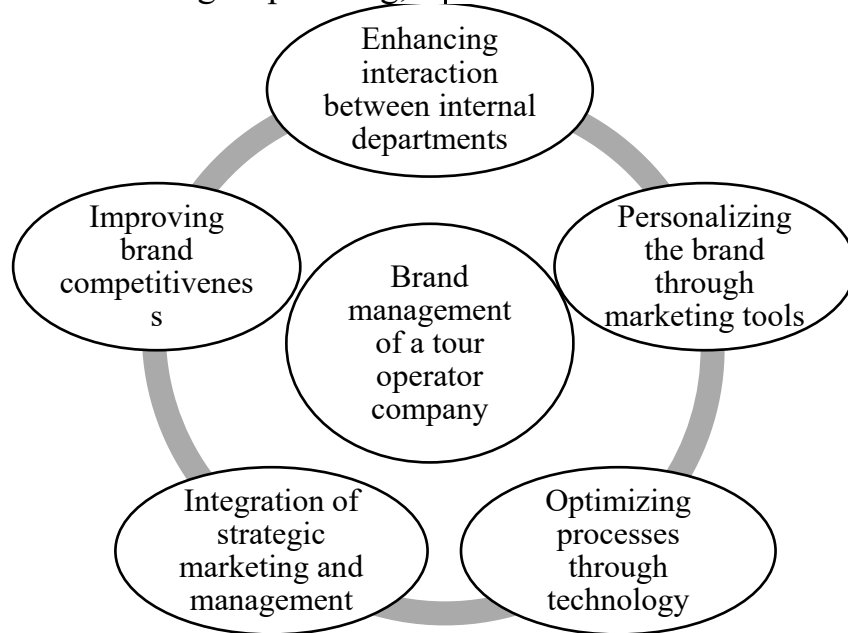


Figure 2 – The Impact of synergy between marketing tools and management approaches on the effectiveness of brand management in tour operator activities

Source: created by the author based on [4, 11, 14].

Innovative technologies, such as marketing automation and analytical tools, provide precise evaluations of brand management effectiveness. Implementing these tools not only enhances communication with clients but also optimizes internal management processes, contributing to increased efficiency in managing the tour operator's brand.

The synergy of marketing tools, such as market segmentation and targeting, with management approaches to service personalization, creates a unique experience for each client. This strengthens brand loyalty and improves brand recognition among the target audience [13].

Effective synergy also impacts the interaction between various departments of the tour operator company, such as marketing, sales, and customer service. When marketing

strategies and management innovations support each other, the tour operator functions as a cohesive system, enhancing the efficiency of brand management and its ability to adapt to dynamic market conditions.

The comprehensive use of marketing tools alongside progressive management approaches enables a brand not only to respond to competitive challenges but also to actively shape market trends [7]. An innovative approach to managing a tour operator company's brand provides the opportunity to stand out among competitors and become more appealing to consumers [9, 10].

Digitalization has become a powerful driver of transformation in various aspects of managerial activities, including brand management in the tour operator sector. Integrating digital technologies into this process

opens new opportunities for improving customer interaction, optimizing internal processes, and strengthening competitiveness. In the tourism industry, where competition intensifies

and consumer demands evolve, digitalization holds particular significance for effective brand management [5, 13].

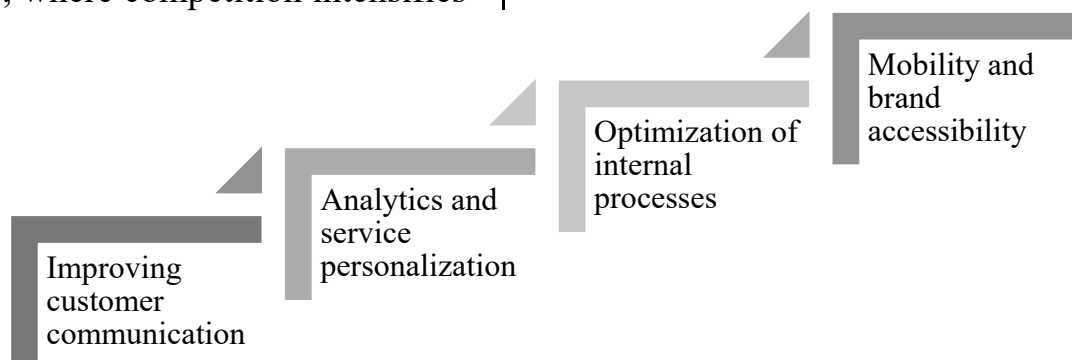


Figure – 3. Key aspects of transforming approaches to brand management in tour operator activities through digitalization

Source: created by the author based on [6, 10, 12].

Digitalization transforms traditional customer interaction channels, enabling the use of social media, online advertising, and mobile applications for more personalized and effective communication. Marketing platforms, such as social networks and email marketing, allow for swift and precise customization of messages tailored to the needs of specific consumer segments. This helps create an emotional connection with the brand and maintain customer loyalty [6, 12].

Digital technologies enable tour operators to gather vast amounts of data on customer behavior and preferences through websites, mobile applications, and social media. By utilizing analytical tools, operators can create personalized offers and fine-tune marketing campaigns to enhance the efficiency of their brand. This allows companies to offer consumers tours that align most closely with their interests and needs.

Digitalization also impacts internal brand management. The implementation of automated systems for order management, booking, and customer query processing significantly improves operational efficiency and reduces the time required for routine tasks [7]. This enables companies to respond more quickly to market changes and provide a high level of service, thereby strengthening the reputation of the tour operator's brand.

Modern technologies enable brands to be accessible to consumers at any time and from any location. Mobile applications and online platforms provide access to tour operator services and products, allowing the brand to be present at every stage of the customer journey—from planning to post-sale support.

Digitalization significantly transforms approaches to brand management in tour operator activities, ensuring more efficient resource use,

improved customer interaction, service personalization, and responsiveness. These changes not only enhance the effectiveness of tour operator brands but also strengthen their competitiveness in a complex and rapidly changing market [5, 6].

International experience in brand management within tour operator companies can be adapted to national conditions, provided cultural, economic, and social peculiarities of each country are considered. However, some global practices that have proven effective in an international context can be tailored to develop national tourism brands [1, 2].

First, it is essential to consider cultural differences that influence the perception of a tour operator's brand. International brands often focus on universal values and quality standards, yet each country has its own unique traditions, preferences, and consumer habits [5, 6]. Adapting international experience involves adjusting communication strategies and brand messages to align with local culture, language nuances, and specific consumer demands. For instance, global brands might modify advertising materials to reflect national symbols or values important to local consumers.

Second, economic realities must be taken into account when adapting international practices. In countries with varying levels of infrastructure and economic development, tour operators may adopt different brand management strategies based on available resources, market competition, and consumer purchasing power. For example, in developed countries with intense competition, greater emphasis may be placed on

innovative technologies and sustainable brand development. Meanwhile, in developing countries, the focus may shift toward ensuring service accessibility and building consumer trust in the brand [7].

Additionally, an important aspect of adaptation is the localization of marketing tools. International companies can leverage digital platforms, such as social media or mobile applications, to attract local customers, but it is crucial to adapt these tools to local conditions. This may include tailored offers for specific consumer groups or regional promotions aligned with the interests of local tourists.

Finally, one of the most critical aspects is considering local consumer experiences and needs. International brands often employ strategies designed for the global tourism market, but for these to be effectively applied in a national context, it is essential to thoroughly study local preferences, customer expectations, and the specific characteristics of the local market. This can involve adapting product offerings, pricing strategies, and customer service styles.

Thus, international experience in brand management within tour operator campaigns can be successfully adapted to national conditions if cultural, economic, and social characteristics of each specific country are adequately considered, alongside a focus on meeting the needs of the local consumer.

Conclusions. Brand management in the tour operating industry plays a pivotal role in determining the competitiveness and sustainability of companies in a rapidly

evolving market. The synergy between marketing tools and managerial innovations is essential for the creation and maintenance of a strong and recognizable brand. The integration of advanced digital technologies, such as CRM systems, data analytics, and social media platforms, enables tour operators to engage with customers in a more personalized and efficient manner. This technological transformation allows companies to better understand consumer preferences, tailor their offerings, and enhance customer loyalty.

Moreover, the implementation of sustainable practices and eco-friendly initiatives has become a significant factor in brand development, aligning

with the growing consumer demand for responsible tourism. The use of data-driven marketing strategies and automation also optimizes internal processes, ensuring higher efficiency and improved customer satisfaction.

In conclusion, the effective management of a tour operator's brand requires not only the application of innovative marketing strategies but also the adaptation of flexible managerial approaches that can quickly respond to changes in consumer behavior and market trends. The synergy between these elements leads to the creation of a competitive, adaptable, and resilient brand capable of achieving long-term success in the global tourism industry.

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