

причинно-наслідковий зв'язок принципів та функцій маркетингу на підприємствах сфери послуг.

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MARKETING OF TOURISM SERVICES IN THE MUSEUM SPHERE: FEATURES OF APPLYING THE 7P MARKETING MIX (A CASE STUDY OF THE KHANENKO MUSEUM)

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Tourism is one of the leading sectors of the global economy that promotes cultural development and international cooperation.

The interest of entrepreneurs in this type of activity is obvious and is explained by a number of factors, namely:

– tourism business does not require too large investments and is one that quickly pays off;

– large, medium and small firms interact quite successfully in the tourism market, that is, there is an opportunity to carry out their activities without direct competition;

– rapid turnover of capital and extraction of benefits through currency transactions.

It is also worth noting that tourism is an activity associated with mass tourist traffic, carried out using natural, climatic and historical and cultural tourist resources, the material and technical base of tourism and other important factors that determine the level and quality of service. Tourism belongs to the service sector, its effectiveness directly depends on the degree of satisfaction of customer needs, and therefore, the implementation of effective tourism activities is impossible without the use of marketing approaches.

So, marketing in tourism is a system of continuous coordination of the offered services with services that are in demand on the market and which the tourism enterprise is able to offer with profit for itself and more effectively than competitors do. Given this, the market for tourist services functions effectively only when three basic conditions are met:

- free competition of producers;
- the possibility of free choice of consumers;
- the presence of the same rules for everyone in the field of quality and safety of the services provided.

Thus, the market for tourist services can be defined as the sphere of implementation of these services and the manifestations of economic relations that arise between buyers and sellers of these services. A more complete description of the market can be given by revealing its structure. So, the structure of the tourist services market is the internal structure, the order of its individual elements. Therefore, the tourist services market is a system of close interaction of such basic elements as: demand for tourist services, supply of tourist services, competition, quality of services, prices.

A special place within it belongs to cultural tourism, where museums serve not only as repositories of art but also as important tourist destinations. In the context of growing competition, marketing ensures effective interaction between museums and visitors, contributing to the promotion of cultural products and the creation of valuable experiences of engaging with art. An illustrative example of effective use of marketing tools is the Bohdan and Varvara Khanenko National Museum of Arts, which successfully combines classical traditions with innovative forms of activity [1].

The effective functioning of museum institutions in the tourism sphere relies on the use of the 7P marketing mix – product, price, place, promotion, people, process, and physical evidence (Fig. 1).

In the case of the Khanenko Museum, the product represents a multifaceted cultural offer – a permanent exhibition of world art, temporary displays, educational programs, interactive events, and thematic quests. Such formats expand the audience and enhance the accessibility and attractiveness of the museum.



Figure 1. The 7P Marketing Mix of the Khanenko Museum

The museum's pricing policy is socially oriented: it provides discounts for students and pensioners as well as free admission days for all categories of visitors. Place encompasses both physical and digital presence – the museum is located in the center of Kyiv and actively develops online platforms, social media engagement, and virtual tours. In 2025, the institution began creating a new interactive digital system for ticket booking and online events (updated information, 2025).

Promotion is based on a combination of traditional and modern communication channels – posters, press releases, video content, and partnerships with cultural institutions. The campaign “Khanenkos: A Story about Love and Art” strengthened the emotional connection with the public and enhanced the museum's brand recognition [2].

An essential component is people – the team of museum employees, guides, and volunteers who foster an atmosphere of openness and professionalism. Processes include electronic ticket booking, QR navigation, and inclusive routes that improve comfort and service orientation. Physical evidence – the museum's architectural building, exhibition design, and branded products – serve as the tangible embodiment of service quality.

To assess the effectiveness of the museum's marketing activities, a SWOT analysis was conducted (Fig. 2), revealing key results. Among the strengths are the unique collection of world art, a highly professional team, developed educational activities, and a high level of public trust. Weaknesses include limited funding, partial inaccessibility for people with disabilities, and insufficient digitalization of services. Opportunities involve participation in international grants, the development of online services, and the creation of a souvenir product line. Threats are related to competition with private cultural spaces and the consequences of martial law [3].



Figure 2. SWOT Analysis of the Khanenko Museum's Marketing Activities

The study demonstrates that applying the 7P marketing mix is a crucial factor in the development of cultural tourism. The Khanenko Museum exemplifies how combining a cultural mission with innovative marketing approaches expands the audience, strengthens the brand, and enhances institutional competitiveness. Future

development should focus on improving digital services, implementing a mobile application with augmented reality elements, developing visitor loyalty programs, and expanding international partnerships. These measures will contribute to the promotion of the museum and the recognition of Ukrainian culture in the global cultural and tourism space.

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