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MARKETING APPROACHES TO THE RISK-ORIENTED MANAGEMENT OF THE INTEGRATED COMMUNICATION POLICY FOR A TOURISM COMPANY

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МАРКЕТИНГОВІ ПІДХОДИ ДО РИЗИКОРІЄНТОВАНОГО УПРАВЛІННЯ ІНТЕГРОВАНОЮ КОМУНІКАЦІЙНОЮ ПОЛІТИКОЮ ТУРИСТИЧНОЇ КОМПАНІЇ

The article examines contemporary marketing approaches to the development and execution of integrated communication strategies for tourism companies operating in an environment of significant market volatility, digital transformation and escalating communication risks. It argues that global socio-economic challenges, changes in consumer behaviour and active adoption of digital technologies necessitate a shift from traditional promotional models to risk-oriented marketing communications management. The paper demonstrates that an integrated communication policy should be based on the systematic combination of marketing research, strategic planning and the constant monitoring of risks arising from interaction with target audiences.

The paper categorises the main types of communication risk. It emphasises the importance of integrating offline and online communication channels to minimise message fragmentation and prevent the distortion of brand meanings in the digital environment. It substantiates the feasibility of using procedures for the preliminary testing of advertising materials, crisis communication scenarios and feedback processing regulations to reduce the likelihood of negative informational effects.

The effectiveness of key communication channels is analysed using the example of the travel company JoinUP!, and practical measures are proposed to improve the integrated communication policy by taking a risk-oriented approach into account. Particular attention is paid to the potential of virtual and augmented reality technologies as innovative marketing tools that can create an emotionally rich consumer experience, increase customer engagement and strengthen the competitive position of tourism companies.

The conclusion is that implementing a risk-oriented approach to integrated communication policy ensures synergy between traditional and digital marketing tools, increases a brand's resilience to external threats and creates conditions that facilitate the long-term development of tourism companies in a dynamic market environment.

У статті досліджено сучасні маркетингові підходи до формування та реалізації інтегрованої комунікаційної політики туристичних компаній в умовах високої ринкової турбулентності, цифрової трансформації та зростання комунікаційних ризиків. Обґрунтовано, що глобальні соціально-економічні виклики, зміна споживчої поведінки та активне впровадження

цифрових технологій зумовлюють необхідність переходу від традиційних моделей просування до ризикорієнтованого управління маркетинговими комунікаціями. Доведено, що інтегрована комунікаційна політика повинна базуватися на системному поєднанні маркетингових досліджень, стратегічного планування та постійного моніторингу ризиків, які виникають у процесі взаємодії з цільовими аудиторіями.

У роботі систематизовано основні групи комунікаційних ризиків. Акцентовано увагу на ролі інтеграції офлайн- та онлайн-каналів комунікації як інструменту мінімізації фрагментації повідомлень і запобігання викривленню брендових смислів у цифровому середовищі. Обґрунтовано доцільність використання процедур попереднього тестування рекламних матеріалів, кризових комунікаційних сценаріїв і регламентів обробки зворотного зв'язку для зниження ймовірності негативних інформаційних ефектів.

На прикладі туристичної компанії JoinUP! проаналізовано ефективність ключових комунікаційних каналів та запропоновано практичні заходи щодо вдосконалення інтегрованої комунікаційної політики з урахуванням ризик-орієнтованого підходу. Окрему увагу приділено можливостям використання технологій віртуальної та доповненої реальності як інноваційних інструментів маркетингових комунікацій, що сприяють формуванню емоційно насиченого споживчого досвіду, підвищенню залученості клієнтів та зміцненню конкурентних позицій туристичних підприємств.

Зроблено висновок, що впровадження ризикорієнтованого управління інтегрованою комунікаційною політикою забезпечує синергію традиційних і цифрових інструментів маркетингу, підвищує стійкість бренду до зовнішніх загроз та створює передумови для довгострокового розвитку туристичних компаній у динамічному ринковому середовищі.

Keywords: *marketing, risk, management, communication polic, tourism company.*

Ключові слова: *маркетинг, ризик, управління, комунікаційна політика, туристична компанія.*

In today's highly turbulent tourism market, which is driven by digitalisation, changing consumer behaviour patterns, and global socio-economic challenges, integrated marketing communications have become a vital tool for tourism companies seeking to establish a sustainable competitive advantage. Traditional promotional methods are becoming less effective, making way for complex, multi-channel communication systems that ensure consistent messaging and continuous customer interaction.

In the context of unstable global challenges, an integrated communication policy should be based on risk-oriented management. This involves identifying, assessing and minimising communication risks at all stages of interaction with consumers. Key groups of such risks include reputational, informational, technological and legal risks arising from the use of traditional and digital communication channels. A risk-oriented approach complements traditional marketing concepts by enabling the planning and integration of promotional tools and the prediction of the consequences of potential communication failures, misleading messages or technical failures of digital platforms. In this context, there is an increasing demand for scientific approaches to improving integrated communication policies that consider the particularities of the tourism services market and the characteristics of the modern digital landscape.

The relevance is also determined by the growing influence of communication technologies on tourists purchasing decisions, leading to a shift from one-way information provision to creating personalised interaction experiences. The growing influence of social networks, content platforms, VR/AR tools and mobile services is transforming the way companies interact with consumers, requiring them to adapt their communication policies to integrate interactivity and customer value. In this context, tourism companies must develop flexible, analytically robust and technology-driven communication strategies to ensure high levels of audience engagement and trust.

The study aims to provide a scientific basis for developing practical marketing approaches to improve the integrated communication policies of tourism

companies. These approaches are intended to increase interaction effectiveness with consumers, strengthen competitive advantages, and establish a comprehensive marketing communications management system in the context of the digital transformation of the tourism market.

Nowadays marketing communications have become a strategically important tool for companies to interact with their target audiences. They convey information about products and services and build trust, loyalty and emotional connections with consumers. An effective communication policy is the foundation on which competitive advantages are built, brand awareness is increased and the sustainable development is ensured [1].

At the same time, developing communication strategies requires a solid analytical foundation formed from the results of marketing research. Systematically combining market research stages with the process of developing a communication policy enables the rational identification of target segments, adaptation of messages to consumer characteristics and optimisation of promotional channels – the key to the effectiveness of a company's entire communication system (Fig. 1).

Therefore, it is impossible to develop communication policy without systematically using marketing research results as they form the empirical basis for management decisions. Combining research and strategic stages ensures the integrity of the planning, implementation and evaluation of communications. Marketing research identifies consumer needs and expectations, enabling the creation of relevant messages and the selection of optimal communication channels. An effective communication policy, in turn, contributes to increasing consumer loyalty and strengthening brand competitiveness. Continuous analytical monitoring enables a timely response to changes in market conditions and allows messages and strategies to be adjusted and adapted to new challenges.

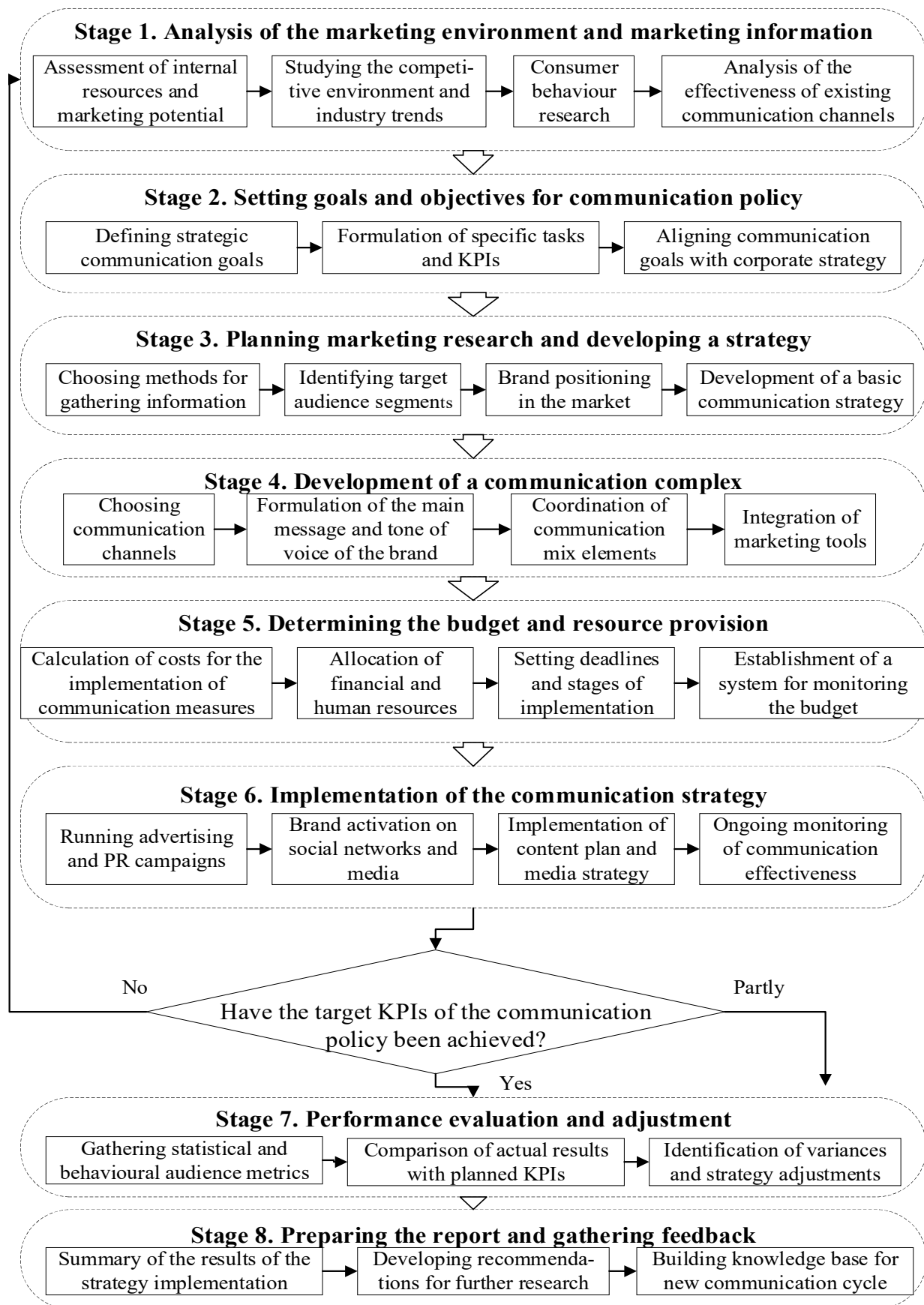


Fig. 1. Algorithm for developing communication policy

Source: formed by the authors based on [1-5]

For a tourism company, an integrated communication policy based on risk-oriented management involves coordinating the content, form and tone of messages while taking into account the likelihood of negative informational effects, ranging from meaning distortion to misinformation spreading on social media. Coordinating the use of offline and online channels reduces the risk of brand message fragmentation, loss of customer trust, and conflicting company information on different platforms.

Important elements of risk-oriented, integrated communications management include implementing procedures for pre-testing advertising materials and developing crisis response scenarios and regulations for processing customer feedback in the digital environment. These tools enable potentially sensitive topics to be identified in advance, reducing the likelihood of reputational crises and shortening the company's response time to negative news stories.

This integrated approach establishes a feedback loop between analytics and management, thereby transforming communication policy into a flexible, science-based system for managing market interactions. Consequently, the company gains the ability to not only increase the effectiveness of its marketing activities, but also to ensure their strategic sustainability in the digital environment.

Marketing is essentially based on the principle of a mutually beneficial relationship between sellers and consumers, whereby both parties have their needs met. In the tourism sector, marketing plays a pivotal role in stimulating industry development and ensuring economic benefits for local communities. The active growth of the tourism sector is largely due to the development of transport infrastructure, the increased prosperity of the population and the digitisation of information flows, which simplify access to tourism products and communication with potential customers [6]. An important component of marketing activities is promotion, which shapes awareness of and trust in the tourism brand [7]. To maximise the effectiveness of this process, companies must develop comprehensive communication strategies for their services to ensure sustainable demand and consumer loyalty [8].

In the current conditions of tourism business development, marketing communications cover a wide range of strategies and technologies aimed at promoting tourist destinations and fostering a positive image of them [9]. Competitive pressure in the global tourism market is growing, highlighting the need for effective marketing tools. Advertising, public relations, personal sales and sales promotion activities are important in this regard. The latter is one of the most effective ways of motivating consumers to purchase tourism services, influencing both purchase intentions and actual sales [8].

The quality of marketing communications is crucial for tourism effectiveness, as the form and content of interactions with consumers determine how the brand is perceived and whether consumers trust it [10]. A well-thought-out communication system can increase brand awareness and strengthen market position, as well as improving the effectiveness of advertising and information activities.

Focusing on customer needs is the key strategic objective for companies, enabling to expand consumer base and increase profitability by developing a deeper understanding of tourists' motivations and expectations. However, ineffective management of communication processes can lead to the overspending of financial and human resources, which has a negative effect on the reputation and competitiveness [6].

Modern practices in tourism business development show that the effectiveness of promoting tourism products largely depends on ability to apply innovative or modernised communication methods [11]. In previous decades, the concept of integrating leisure infrastructure elements, such as hotel complexes, water parks, golf clubs and active tourism areas to form a single space of experiences for consumers, became widespread.

The graph below illustrates the primary marketing communication strategies that combine traditional and digital methods of influencing consumers, emphasising the importance of integrating communication tools to help companies achieve their strategic goals (Fig. 2).

Currently, digital promotional tools are growing in popularity, with virtual reality (VR) technologies playing a particularly prominent role. They enable the creation of an immersive interactive experience of a tourist destination, enhancing the emotional perception of the product and ensuring deeper customer engagement [7]. From a marketing communications perspective, VR helps to create a visual and emotional brand image, expands the range of tools for influencing consumer behaviour and can effectively complement or even replace traditional promotional tools, such as catalogues and brochures. Despite their obvious advantages, VR technologies are used sporadically by many tourism companies, which indicates uneven digitalisation processes within the industry.

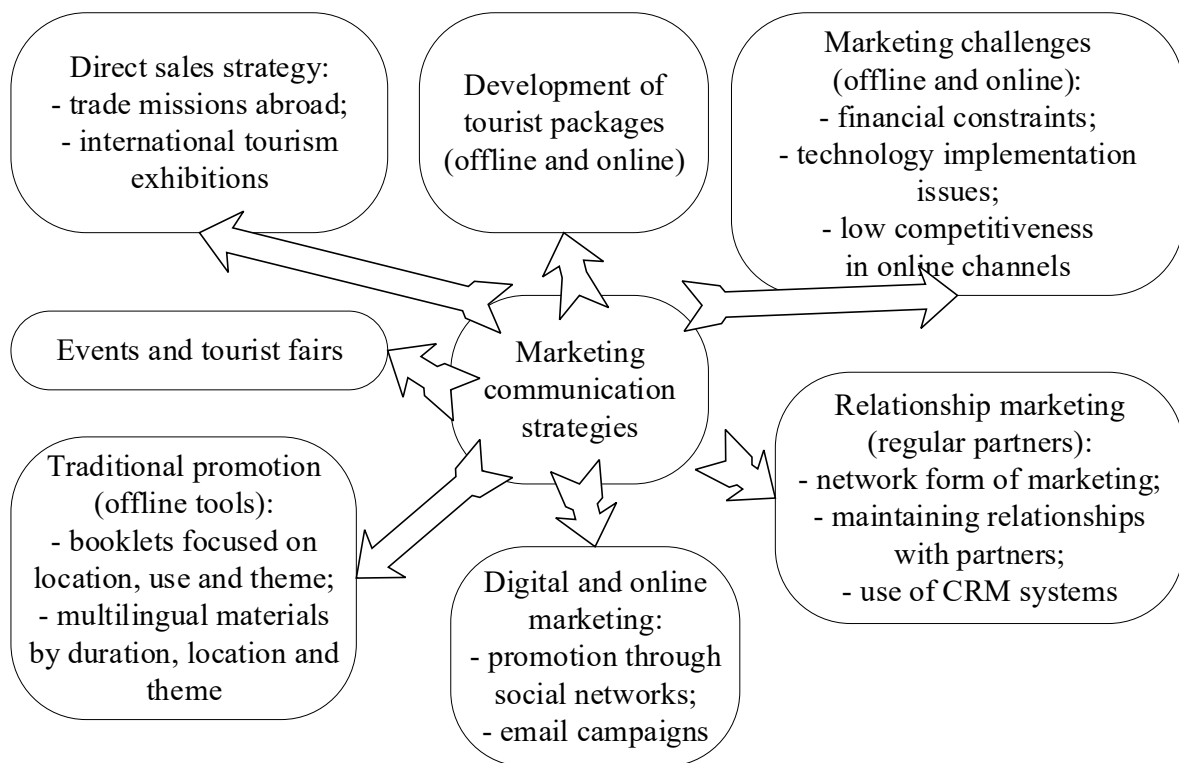


Fig. 2. Marketing communication strategies in the tourism sector

Source: systematised by the author based on [8, 9, 12-14]

The widespread adoption of digital communication channels and VR/AR technologies in the tourism industry has given rise to new communication risks, including discrepancies between customer expectations and the actual product, cyber threats, data privacy breaches and service instability. A risk-oriented

approach involves establishing quality standards for VR/AR content, developing protocols for responding to technical failures and mechanisms for amending marketing messages if there is a discrepancy between the virtual image of a destination and the actual travel conditions.

Marketing strategies for managing these risks include audience segmentation by digital competence level, adapting information presentation formats for different consumer groups and using CRM systems to record and analyse issues with digital channels. This increases the effectiveness of interactive communication tools and transforms information about incidents into a basis for improving integrated communication policy further.

The effectiveness of JoinUP!'s communication policy is determined by a balanced combination of traditional and digital channels through which the company interacts with consumers. Each channel has its own specific impact, coverage and tools, forming a comprehensive marketing communications system for the company. Evaluating their effectiveness enables us to identify the strengths of the corporate strategy and areas where improvements could be made (Table 1).

The analysis reveals that JoinUP!'s communication policy is founded on the principles of integration, customer focus and transparency. The main advantages of the system are multi-channel communication, consistent brand messaging and the ability to influence consumers both emotionally and rationally.

On the example of the travel company JoinUP!, risk-oriented management of an integrated communication policy can be implemented by creating a communication risk map for each key channel (official website, social networks, B2B communications, Pocket Guide service, office network). For each of these channels, it is advisable to assess the likelihood of reputational, informational and operational risks, as well as the scale of possible consequences for the brand and the company's financial results.

Table 1. The results of evaluating the effectiveness of JoinUP!'s communication policy

No.	Communication channel	Advantages	Disadvantages	Ways to improve
1	Official website	- modern design; - interactivity; - structured content; - separate sections for agents and tourists	- overloading with visual elements; - insufficient personalisation of offers	Optimisation of the interface, implementation of a recommendation system based on behavioural data
2	Facebook group 'Join UP For Your Own'	- direct dialogue with customers; - positive atmosphere; - user activity	- irregularity of publications; - poor systematisation of posts	Improving the content plan, increasing the frequency of publications, using interactive formats
3	B2B communications (webinars, promotional tours)	- professional interaction with agents; - exchange of experience; - development of a partner network	- limited audience reach; - dependence on the format of online events	Expansion of international events, implementation of joint training programmes
4	Instagram page	- high aesthetic value of content; - emotional appeal; - quick response to requests	- insufficient interactivity; - monotony of formats	More active use of stories, polls, tourist reviews
5	Social initiatives (CSR projects)	- image enhancement; - building trust; - strengthening corporate reputation	- lack of systematic reports on implemented initiatives	Regular publication of social programme results, development of partnerships with foundations
6	Join UP! Pocket Guide service	- accessibility; - efficiency; - multilingualism; - online support	- dependence on the internet; - limited support hours	Launch of offline access, round-the-clock customer support
7	Network of offices in Ukraine and abroad	- geographical coverage; - personalised service; - customer trust	- cost of maintaining branches; - uneven workload	Optimisation of office operations, integration of CRM systems to improve efficiency

Based on the risk map, preventive marketing measures can be developed: backup communication scenarios, duplication of critical information, standardised responses to typical crisis situations, as well as mechanisms for operational coordination between marketing, PR and service support departments.

The modern tourism industry is increasingly implementing augmented reality (AR) technologies to improve communication with customers. Such tools help to expand channels of interaction with the audience and contribute to the formation of an emotionally rich consumer experience [15]. For JoinUP!, a tourism company, integrating AR technologies into its marketing communications system opens up new opportunities for personalising content, increasing brand awareness, and developing customer loyalty (Table 2).

Table 2. Integration of AR tools into JoinUP!'s marketing communications system

No.	Name of AR tool	Brief description	Possibilities for integration into the marketing communications system of the JoinUP! travel company
1	AR tours	Virtual guides with information about tourist locations, landmarks, museums, or routes	Can be integrated into the company's mobile app to showcase popular destinations and cultural attractions, which will help increase interest in tours
2	AR navigation	Enables users to navigate unfamiliar areas by overlaying routes on their smartphone screen	Used in after-sales communications with customers to accompany tourists during their travels, enhancing service quality and customer satisfaction
3	AR translation	Provides automatic translation of texts, inscriptions and menus in real time using a smartphone	Can be offered as an additional service within a tourist package, which increases travel comfort and positively affects the brand's image
4	AR attractions	Interactive gaming or informational virtual elements that enhance the emotional perception of travel	Use in advertising campaigns and SMM promotions to attract a youth audience through gamification and interactive content
5	AR souvenirs	Digital souvenirs, postcards or photo effects that allow you to preserve unique memories from your trip	Can be implemented as part of PR campaigns, stimulating the creation of user-generated content on social media and expanding the brand's organic reach

For the travel company JoinUP!, integrating VR solutions into marketing activities could be another innovative direction that combines communication, information, and educational functions with effective promotion of travel products (Table 3).

Table 3. Integration of virtual reality (VR) tools into the marketing communications system of the JoinUP! travel company

No.	Name of VR tool	Brief description of the tool	Possibilities for integration into the marketing communications system of the JoinUP! travel company
1	Virtual tours	Allow users to take three-dimensional virtual tours of landmarks, resorts or hotels	Can be used as part of advertising campaigns or on the company's official website to attract new customers by demonstrating realistic travel experiences
2	VR travel planning	Provides a virtual preview of a tour, hotel or location before booking	It is advisable to integrate it into a mobile application or CRM system to personalise offers and increase conversion rates during online tour sales
3	VR attractions	Provide an opportunity to experience extreme or unique adventures in a safe format	Can be used in promotional areas at exhibitions and JoinUP! tourism events, creating a positive emotional perception of the brand
4	VR staff training	Used to train tourism professionals and simulate real-life service situations	Can be used in internal company HR programmes to improve the skills of sales managers and tour operators
5	VR marketing	Allows to create interactive presentations of holiday destinations that showcase their unique features	Can be integrated into a company's PR and SMM activities, in particular through the creation of VR video reviews of tourist destinations for social networks

Integrating virtual reality tools into JoinUP!'s marketing system can improve communication with potential customers and help the travel company form a deeper emotional connection with consumers. Thanks to VR technologies, tourists can experience a trip virtually before booking it, which positively affects the decision-making process. These innovative approaches promote the brand and strengthen its image as a modern company that focuses on cutting-edge digital trends. VR can also optimise staff training and increase service levels, which are key factors in competitiveness in the tourism market [4]. In the future, VR technologies may become an integral part of a company's integrated communication strategy, ensuring synergy between traditional and digital channels, as they can be used in company offices and digital channels.

Therefore, marketing approaches to the risk-oriented management of a tourism company's integrated communication policy are based on a combination of

strategic planning, marketing research results and the systematic management of communication risks. The principles of integrated communication policy enables travel companies to ensure consistency in the content, form and tone of their messages, thereby increasing consumer confidence in the brand. Combining offline and online promotional tools creates a comprehensive information space where tourists can access comprehensive and reliable product information. Using digital communication channels, particularly social networks and CRM systems, enhances the effectiveness of personalised customer interactions and helps to build long-term relationships.

Implementing a comprehensive approach to marketing communications creates a synergistic effect where different methods complement each other, thereby increasing the overall effectiveness of marketing activities. Focusing on integrated communication strategies enables tourism companies to enhance their competitiveness, particularly in the context of global digitalisation and intensifying market competition. Therefore, integrating communication strategies into a unified policy not only promotes tourism services more effectively, but also fosters sustainable relationships with consumers – a prerequisite for enterprises to operate successfully in the dynamic environment of the tourism market.

Comprehensive identification and monitoring of communication risks, integration of traditional and digital channels, and the use of VR/AR solutions, taking into account their risk potential, ensure brand stability, increased consumer confidence, and long-term competitiveness for tourism companies.

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