



Marketing Policy with Targeting to Attract New Customers to Ecological Recreation Areas in the Context of Sustainable Development of the Region

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ABSTRACT

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marketing policy, environmental regulations, sustainable development, environmental impact, tourism, regional policy, ecological zones

The purpose of the study is to analyze and improve modern aspects of marketing policy with targeting to attract new customers to environmental recreation areas in the context of sustainable development of the region. The object of the study is a separate tourist area and the state of its sustainable development. The scientific question is how to improve the marketing policy system of an individual tourism area in the context of sustainable development. To solve this issue, the expert research method, the iterative consensus method, as well as the Saaty method and dual comparison matrix method were used. As a result of the study, key tourist areas in Norway were analyzed and those most suitable for the development of marketing policies were identified, targeting the attraction of new customers in the context of the sustainable development of the region. At the same time, the long-term growth of tourists was calculated through the use of new elements of marketing policy with targeting to attract new clients to ecological recreation areas in the context of sustainable development of the region. The study has a limitation, since it takes into account the peculiarities of the functioning of tourist areas exclusively in Norway. Future studies are expected to expand the study to other countries.

1. INTRODUCTION

Ecotourism marketing plays a key role in sustainable development as it not only raises awareness of environmental initiatives and natural resource conservation, but also supports the economic growth of local communities by attracting responsible tourists. Effective marketing strategies allow information campaigns to be precisely targeted to target audiences who value environmental ethics, which in turn promotes the development of ecotourism as a means of education and conservation.

Nowadays, most regions developing ecotourism are faced with the problem of overpopulation of tourist sites, which can lead to degradation of the natural environment. This calls for the development of marketing strategies aimed at creating a sustainable flow of tourists instead of mass attraction without taking into account environmental consequences. An important element of such strategies are educational campaigns that raise tourists' awareness of the importance of sustainable holidays.

Another important trend is the use of digital technology in ecotourism marketing. Social media, blogs, video platforms and other digital channels allow organizations to more

effectively reach their target audience. However, this also requires a deep understanding of consumer digital behavior and environmental beliefs.

The final factor influencing the current state of ecotourism marketing is the change in the global environmental landscape. Climate change, biodiversity conservation and natural resource protection are becoming increasingly relevant topics. Therefore, marketing strategies must take into account not only current trends, but also long-term environmental goals and challenges.

In general, marketing policy in the field of attracting new customers to environmental recreation areas in the context of sustainable development is becoming more complex and multifaceted. It requires an integrated approach that combines knowledge of market trends, an understanding of environmental requirements and the ability to think innovatively. Thus, proving the relevance of the chosen topic, we set out to determine optimal innovative updates for the technical and technological support of personnel management. In this case, the object of study is the personnel management system of a modern enterprise.

To objectify the study, the analysis will take place in the context of tourist areas in Norway (Figure 1).

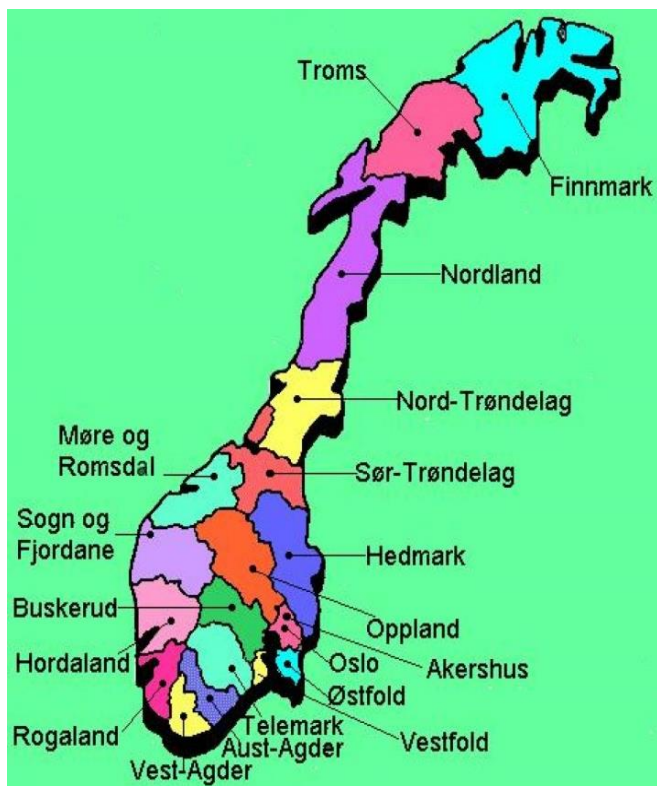


Figure 1. Key tourist areas of Norway

Considering the importance of developing a marketing policy aimed at attracting new customers to environmental recreation areas, especially in the context of sustainable development of the region, this study becomes particularly relevant and important. In modern conditions, when environmental awareness and responsibility are becoming key factors in the choice of holiday for an increasing number of people, the development of effective marketing strategies aimed at promoting ecotourism is not only commercially viable, but also a socially significant task. This approach not only contributes to the growth of the tourist attractiveness of the regions, but plays an important role in preserving natural resources and supporting the sustainable development of local communities. Therefore, research aimed at understanding and improving marketing practices in this area is extremely important for understanding current challenges and identifying new opportunities in this dynamic and important field.

The structure of the article consists of an introduction, a literature review, a description of the methodology, a presentation of the research results, their discussion and conclusions.

2. LITERATURE REVIEW

The literature review should briefly but meaningfully explore how other scientists are actively working in our topic today. For example, in the works of Borutskaja et al. [1] the issue of managing the impact on the environment in the context of the development of eco-tourism is considered. The importance of this study is that it examines aspects of environmental impact management that may be relevant for the development of marketing policies in ecological recreation areas in the context of sustainable development of the region. The authors explore methods and tools for achieving environmental

sustainability in tourism, which may have promising implications for your research.

The issue of assessing the sustainable development of tourist areas is in the field of attention of a number of authors [2, 3]. These studies assess sustainable development, including aspects of environmental sustainability and economic development in selected economies. The importance of this source is that it allows us to consider the relationship between environmental aspects, economic development and social aspects in the context of sustainable development. This information may be useful in developing marketing policies for ecological recreation areas. In addition, the importance of these studies lies in the ability to consider aspects of environmental safety that may be important when planning and implementing marketing policies in ecological recreation areas. The authors analyze the mechanisms and factors influencing environmental safety in tourism, which may have practical applications in your research.

Jørgensen [4] suggests the use of ecological models to assess persistence. In the context of your research, this resource may help to consider the aspects of sustainable development and its relationship with marketing policies in environmental recreation areas.

An interesting study by Levchenko et al. [5] and Berrone et al. [6], which focuses on an interpretive review of the literature regarding sustainable development goals and their implications for governance. This is particularly important as it helps to understand how research can contribute to the implementation of sustainable tourism development goals, including marketing practices in ecological recreation areas. At the same time, Pradhan et al. [7] and Bazyluk et al. [8] pay active attention to the relationship between infrastructure development, including tourism, and the level and dynamics of sustainable development of the region. These sources bring unique perspectives and will confirm the importance of our research in the context of marketing policies aimed at attracting new customers to ecological recreation areas as part of the sustainable development of the region.

The issue of introducing the principles of sustainable development into marketing policy for targeting to attract new customers is considered in a number of works [9, 10]. These sources discuss principles of natural resource management, which may be highly relevant to the study of marketing policies targeting ecological tourism areas. It provides information on principles and strategies for managing natural resources in a sustainable manner, which can be useful in developing marketing policies to attract new customers while preserving the ecological integrity of the region.

An important issue in the modern concept of sustainable development and related marketing policies is infrastructure development. Thus, in a study by Anwar et al. [11] and Schöggel et al. [12] explore the relationship between urbanization, renewable energy consumption, financial development and CO₂ emissions. These studies can provide information on environmental and sustainability aspects that are relevant for research into marketing policies in ecotourism areas.

At the same time, in the works of Gawel et al. [13] and Bohatryyova et al. [14] focus on preparing individuals in the field of tourism, particularly in a multicultural educational environment. They can provide information on aspects of education and training that are important for the development of sustainable tourism in ecological areas. Sylkin et al. [15] explore the complex interplay between international tourism

and sustainable development within regions, proposing a methodological approach aimed at enhancing the effectiveness of tourism's contribution to sustainable development goals. Their study, published in the International Journal of Sustainable Development and Planning, delineates a framework that assesses the multifaceted impacts of tourism on environmental, economic, and social dimensions, emphasizing the necessity for a balanced approach that fosters regional growth while preserving natural and cultural heritage [15]. This work underscores the importance of integrating sustainability principles into the core strategies of tourism development, a perspective critical to the formulation of marketing policies targeting ecological recreation areas.

The unforeseen challenges posed by the COVID-19 pandemic have significantly impacted various sectors, including international trade and, by extension, tourism. Alazzam et al. [16] delve into the implications of the pandemic on the legal regulation of world trade activities, focusing on the medical supplies sector as a case study. Their research, appearing in *Wiadomości Lekarskie*, sheds light on the adaptive legal frameworks necessary to navigate the complexities introduced by global health crises. This examination provides invaluable insights into the resilience and flexibility required in legal and regulatory domains, aspects that are increasingly relevant to the sustainable and ethical promotion of tourism in ecological areas. In an era where digital platforms play a pivotal role in marketing and commerce, the issue of information security emerges as a paramount concern. Yesimov and Borovikova [17] offer a comprehensive exploration of the methodological foundations

of information security research. Their work elucidates the critical importance of safeguarding data integrity and privacy in the digital realm, presenting implications for the marketing of tourism destinations through online channels [17, 18]. This perspective is crucial for developing marketing policies that not only attract new customers to ecological recreation areas but also ensure the security and trustworthiness of digital interactions.

Although there is a large amount of research on this topic, it is important to note that there are still gaps and inaccuracies that require further study and research. For example, more research is needed to examine the specific regional characteristics and contextual aspects that influence marketing strategies in ecological recreation areas. Also, the lack of an integrated approach to assessing the impact of marketing activities on the sustainable development of the region is one of the problems that needs to be solved. More theoretical and practical research aimed at determining optimal marketing strategies that contribute to the sustainable development of regions and attracting new customers to environmental recreation areas is an extremely urgent task. Research of this kind will help fill these gaps and resolve inaccuracies in the field of marketing policies to achieve sustainable development of the region.

Taking all this into account, key gaps in the literature today can be identified (Figure 2).

Thus, the scientific question is how to improve the marketing policy system of an individual tourism area in the context of sustainable development.

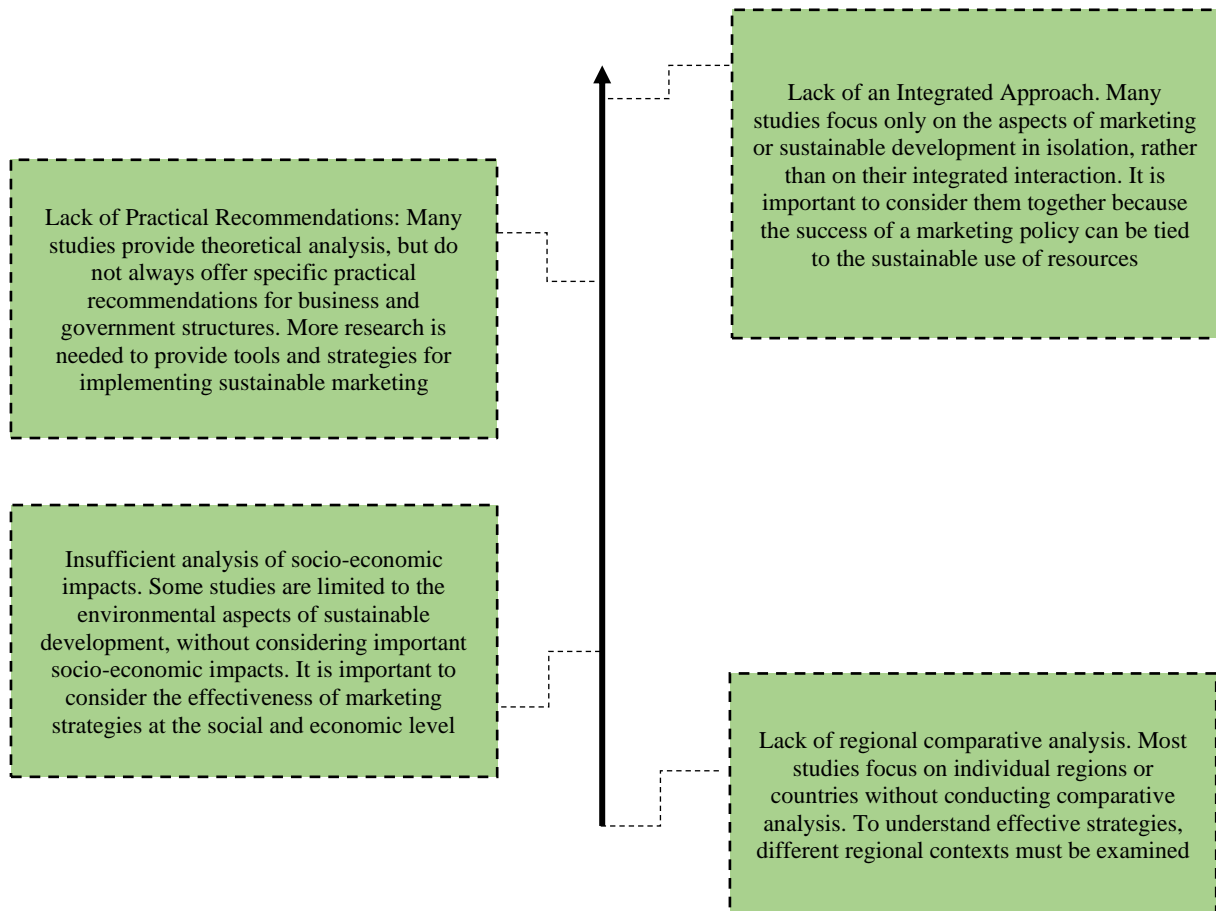


Figure 2. Key research gaps on the issue of marketing policies aimed at attracting new customers to ecological recreation areas in the context of sustainable development of the region

3. METHODOLOGY

Our research focused on the study of sustainable development of ecological tourist areas. To do this, we used the iterative consensus method (as know Delphi technique), which plays a key role in collecting the opinions of experts in the field of ecology and sustainable development. This method allows not only to analyze different views on the effectiveness of marketing strategies, but also to take into account environmental aspects and principles of consistency. The advantage of the iterative consensus method is its ability to achieve deep understanding and consensus among experts on environmental sustainability of marketing practices. However, it should be noted that the method requires time to conduct surveys and analyze the results.

In our study, we used an expert research method to evaluate and analyze key aspects related to marketing policies and sustainable development in ecological recreation areas. This method involved the involvement of highly qualified experts in the fields of ecotourism, marketing and sustainable development.

The experts were selected based on their experience and knowledge in their respective fields. They participated in structured interviews and discussions that discussed key aspects of ecotourism in the context of sustainable development. Expert opinions and recommendations are systematically recorded and analyzed.

The advantage of the expert research method is the opportunity to obtain in-depth and insightful feedback from experts who have significant experience and knowledge in their respective fields. This approach allowed us to enrich our analysis with high-quality data and draw more informed conclusions about optimal marketing approaches for the sustainable development of ecological recreation areas.

For the article, we used an expert analysis method to determine the most optimal zones in terms of sustainable development in Norway. And using the iterative consensus method they justified their final list. In the first stage, the expert analysis method is used, where a group of experts in the fields of tourism, ecology, marketing and regional development evaluates various recreational areas in Norway. The iterative consensus method is a process involving several rounds of expert interviews where they rank the areas from the previous list, taking into account additional information and comments from other experts from previous rounds.

For a detailed analysis of Norwegian tourist areas in terms of their potential for sustainable development, we applied a hierarchical method, which in modern literature is better known as the Saaty method using the method of dual comparison matrix. This method allowed a systematic assessment of the environmental, social and economic aspects of each zone. The great advantage of this is the possibility of objective comparison of recreation areas taking into account various sustainability criteria. Although this method requires careful consideration of evaluation criteria and weighting factors, it provides a comprehensive overview of the potential of each zone. The Saaty method uses comparison matrices to systematically evaluate and rank different alternatives or criteria through their intercomparisons. This allows us to objectify the decision-making process, turning subjective assessments of experts into quantitative values.

The use of a dual comparison matrix method allows for a detailed assessment of environmental sustainability, opportunities for socio-economic development, and the area's

ability to implement sustainable marketing strategies. This allows us to determine which area is best suited to implement innovative and sustainable ecotourism practices.

The combination of these two methods allowed us to take a deep dive into the analysis of the potential of different tourism areas in terms of their contribution to sustainable development. The iterative consensus method provided us with valuable feedback from sustainability experts, while the Saaty method allowed us to systematically evaluate each zone based on a set of sustainability criteria.

To objectify the study, we chose a separate country with its specific tourist areas - Norway. The reason for choosing this country is the transparency of sustainable development and marketing policies, as well as the strong scientific relationships of the study authors with Norway's leading experts in the system of sustainable development and ecotourism. The choice of a region like Norway is due to the fact that the region is rich in colorful recreational areas and lacks marketing tools for sustainable development. According to the team of authors, Norway, a country of unparalleled natural beauty, including majestic fjords, dense forests and huge mountain ranges, is home to numerous recreational areas that attract both locals and tourists from around the world.

4. RESULTS OF RESEARCH

The iterative consensus method and the expert research method were used to identify key tourist areas in Norway that will be used to assess the feasibility and effectiveness of implementing targeting marketing policies to attract new customers to environmental recreation areas in the context of sustainable development of the region. This process included the important step of selecting tourist areas that had the greatest potential for further analysis.

The first method that will be used in the context of our research will be the iterative consensus method, which involves analyzing the problem through the involvement of a group of experts who are specialists in the field of tourism, in particular in the field of its sustainable development. In the process of interviewing experts, they expressed their opinion on the most promising areas for the development of ecotourism. This method made it possible to obtain primary systematized data, on the basis of which further research will be conducted.

Along with the iterative consensus method, the traditional expert research method was used in parallel, during which groups of experts analyzed in detail each of the selected tourist areas. Thus, experts assessed each of the zones, taking into account factors of attractiveness, infrastructure development, accessibility and other parameters. Following the assessment, six key tourism destinations were identified.

So, the resulting six zones were selected on the basis of expert assessments, which allows us to identify them as objects for further detailed analysis of the feasibility and effectiveness of implementing marketing policies in the context of sustainable development of the region.

Below is a brief description of these zones in the context of sustainable development and the possibilities of implementing marketing policies (to further simplify understanding, each zone received its own mnemonic name):

T1. Svalbar Island. This remote area in northern Norway offers a unique polar tourism experience. There is an opportunity to develop sustainable tourism and preserve the

untouched nature of this region. Marketing policy can be aimed at attracting tourists interested in polar adventures.

T2. Oslo. Norway has a beautiful capital city that offers cultural and historical attractions as well as eco-tourism opportunities. Developing sustainable tourism in Oslo could include supporting cultural initiatives and preserving the city's green spaces. Marketing policy can focus on city impressions and capital attractions.

T3. Lofoten Island: This archipelago offers incredible nature, traditional fishing and outdoor activities. Sustainable development can include preserving the marine environment and promoting the development of local communities. Marketing policies can highlight Lofoten's unique fishing opportunities and natural beauty.

T4. Senya Island: Senya is famous for its nature and architecture and can be an interesting area for ecological recreation. Sustainable tourism development may include the preservation of historical structures and the environment. Marketing policies can emphasize the cultural and natural values of Senya.

T5. Fjords of Norway. The fjords are one of Norway's most famous natural attractions and attract many tourists. Sustainable development includes preserving these natural beauties and introducing environmentally sound tourism services. Marketing policies can highlight the uniqueness of fjords and natural landscapes.

T6. Eastern Norway. This area is known for its wildlife and mountain views, which can attract outdoor enthusiasts. The development of sustainable tourism may include the conservation of mountain ecosystems and support for tourism infrastructures. Marketing policies may focus on the mountainous landscapes and natural resources of Eastern Norway.

Having received data on six key tourist areas, we move on to using the Saaty method and the dual comparison matrix method. The implementation of Saaty's method begins with the formation of a dual comparison matrix. This matrix will be used to evaluate the importance of each factor. This assessment of importance will be key in the future for making management decisions. In this matrix, each element expresses the level of importance of one alternative to another. In the process of determining the level of importance, each element will be assigned a numerical value, from 1 (both alternatives are of equal importance) to 9 (one alternative is more important than the other).

To create a dual comparison matrix in the Saaty method, each element of the matrix A_{ij} determines the relative importance of alternative i compared to alternative j . These values are established based on expert judgment or analysis of the relative importance of alternatives. Typically, a scale of 1 to 9 is used, with 1 indicating equal importance for both alternatives and numbers greater than 1 indicating increased importance of one alternative relative to the other.

The key principle in creating a matrix is reciprocity, requiring that $A_{ij}=1/A_{ji}$. This means that if alternative i is considered n times more important than alternative j , then j is considered n times less important than i .

The elements on the main diagonal of the matrix are always equal to 1, which reflects the equal importance of the alternative compared to itself.

Thus, a comparison matrix is created on the basis of expert assessments, where each element reflects the relative importance of one alternative compared to another, taking into account the principles of reciprocity and consistency in

assessments (Table 1).

Table 1. Dual comparison matrix

| T | T₁ | T₂ | T₃ | T₄ | T₅ | T₆ |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| T₁ | 1 | 3 | 2 | 4 | 5 | 3 |
| T₂ | 0.33 | 1 | 2 | 3 | 4 | 2 |
| T₃ | 0.5 | 0.5 | 1 | 2 | 3 | 1.5 |
| T₄ | 0.25 | 0.33 | 0.5 | 1 | 2 | 1 |
| T₅ | 0.2 | 0.25 | 0.33 | 0.5 | 1 | 0.5 |
| T₆ | 0.33 | 0.5 | 0.66 | 1 | 2 | 1 |

The second step of the analysis method involves creating a standardized matrix and calculating weights to determine the importance of each alternative (tourist area) relative to the sixth indicator in the context of your analysis.

To do this, we first standardize the dual comparison matrix by dividing each element by the sum of the elements in the corresponding column. Standardization will occur according to the following Eq. (1):

$$s_{ij} = \frac{A_{ij}}{\sum_{j=1}^n A_{ij}} \quad (1)$$

where, A_{ij} is a standardized element, n is number of elements.

According to this formula, we will form a standardized matrix (Table 2).

Table 2. Standardized matrix

| T | T₁ | T₂ | T₃ | T₄ | T₅ | T₆ |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| T₁ | 0.053 | 0.039 | 0.049 | 0.052 | 0.068 | 0.058 |
| T₂ | 0.159 | 0.117 | 0.198 | 0.069 | 0.086 | 0.088 |
| T₃ | 0.106 | 0.058 | 0.099 | 0.104 | 0.113 | 0.117 |
| T₄ | 0.212 | 0.352 | 0.198 | 0.209 | 0.172 | 0.176 |
| T₅ | 0.265 | 0.469 | 0.297 | 0.419 | 0.344 | 0.353 |
| T₆ | 0.159 | 0.234 | 0.148 | 0.209 | 0.172 | 0.176 |

Then we calculate the weighting coefficient for each alternative (tourist area), the arithmetic mean in the corresponding row of the standardized matrix. This will happen according to the following formula:

$$W_i = \frac{1}{n} \sum_{j=1}^n s_{ij} \quad (2)$$

where, W_i is weight (or priority) of the i -th criterion, s_{ij} is the standardized value of the element in the i -th row and j -th column.

The results of calculating the weight coefficient are shown in Table 3.

Table 3. Weighting coefficients

| T | W_i |
|----------------------|----------------------|
| T₁ | 0,053 |
| T₂ | 0.117 |
| T₃ | 0.099 |
| T₄ | 0.209 |
| T₅ | 0.344 |
| T₆ | 0.176 |

The next stage of this methodology is the consistency check stage. It involves calculating the consistency index (CI) and consistency ratio (CR) for the dual comparison matrix. This

step helps determine how important and consistent the eigenvector estimates entered when comparing alternatives are.

Formula for calculating consistency index (CI) (3):

$$CI = \frac{\lambda_{max} - n}{n - 1} \quad (3)$$

After calculating the CI, the consistency ratio (CR) is determined. For this purpose, a table of maximum permissible CR values is used depending on the matrix size. The CR ratio is calculated as follows (4):

$$CR = \frac{CI}{RI} \quad (4)$$

The consistency check results for the dual comparison matrix are as follows:

Consistency index (CI) value: -0.0021

Consistency Ratio (CR): -0.0126

Therefore, CI and CR have negative values, indicating that

the updated matrix is consistent. The CR value is less than the acceptable threshold of 0.1, which confirms the consistency of the eigenvector estimates in the context of this analysis. The results are reliable and valid for use in further decision-making on choosing the most appropriate tourist area in the context of the effectiveness and feasibility of implementing marketing policies.

As a result of the analysis, it was determined that the Fjords of Norway are the most attractive and promising area in the context of implementing a marketing policy aimed at attracting new customers to ecological recreation areas in the context of the sustainable development of this region. This area has stood out due to its unparalleled natural beauty, unique geographical features and varied eco-tourism opportunities. After determining its attractiveness, a number of measures were proposed to improve marketing policies and attract new customers to this regional area (Figure 3). These activities aim to support sustainable development and preserve the natural environment of the Fjords, while providing tourists with an unforgettable experience and a unique experience.

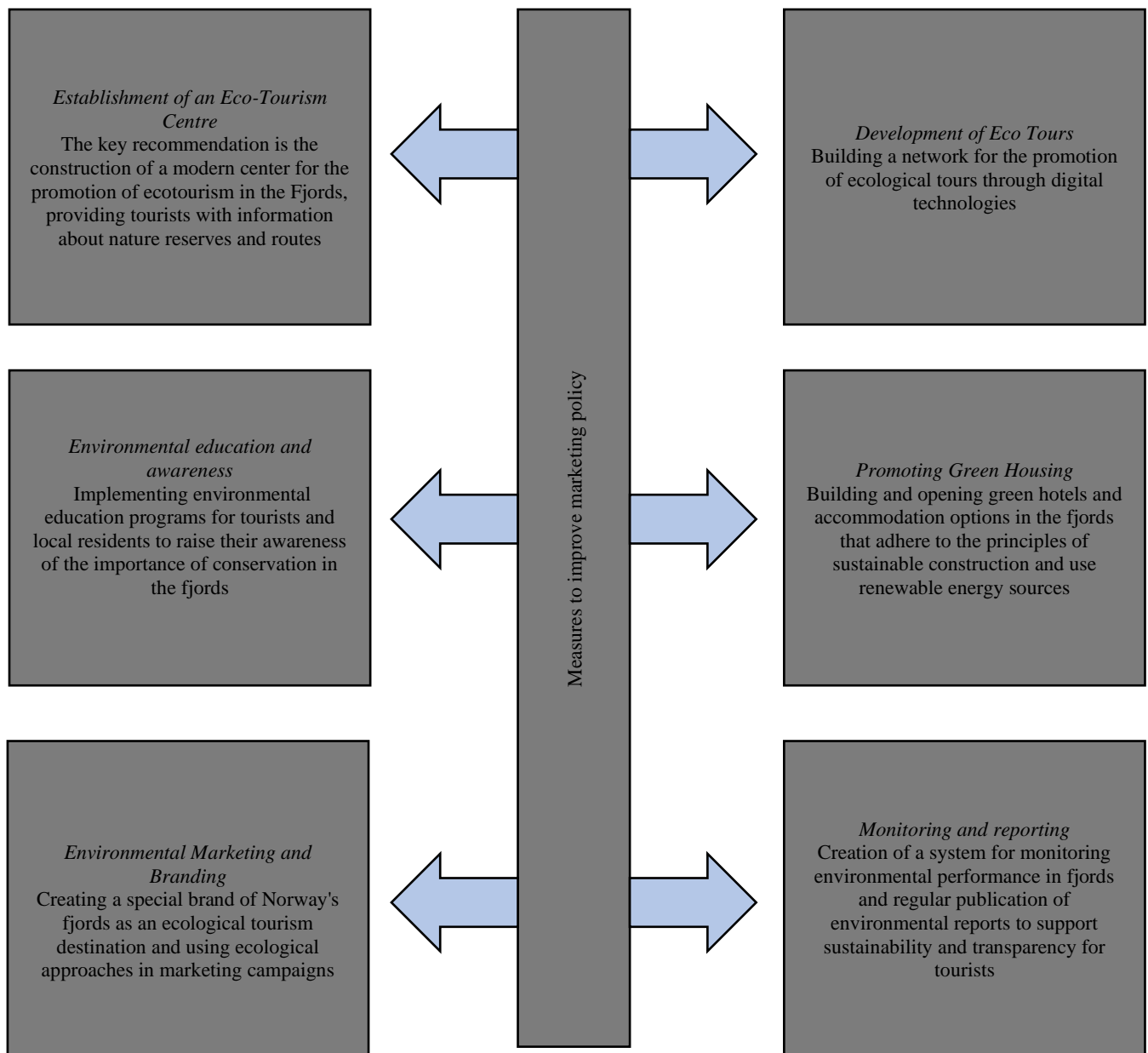


Figure 3. Measures to improve marketing policy with targeting to attract new customers to ecological recreation areas in the context of sustainable development of the selected region

Thus, in this section of our research, a thorough analysis and modeling was carried out to determine the most attractive region for the implementation of marketing policies aimed at attracting new customers to ecological recreation areas in the context of sustainable development.

First, using the iterative consensus method and expert research, we identified six key tourism areas in Norway that could be selected for further analysis. After this, using the Saaty method and a dual comparison matrix method, we concluded that the Fjords of Norway are the most optimal and attractive region for introducing marketing policies focused on eco-tourism.

In addition to forming a number of strategic proposals to improve marketing policy with a focus on attracting new customers to ecological recreation areas in the context of sustainable development of the region, it is also important to analyze the current state of activity of this tourist area in the context of sustainable tourism development and the formation of public-private partnerships.

To analyze and model the development of the Norwegian fjords as an ecological area for tourists, we can consider several factors. Key elements of our research:

T=Number of tourists (in 2023, this figure was 543,000).

P=Number of public-private partnership projects (4 key projects).

C=Number of active travel companies (12 companies that take the main part in these projects).

Growth Rate (GR)=Annual growth rate of tourists,

The basic model will look like this:

Tourism Growth Rate (GR) (5):

$$GR = a \times P \times b \times C \quad (5)$$

where, *a* and *b* are coefficients representing the effectiveness of each project and company in attracting tourists.

Forecasted tourists in the year:

$$T_n = T_{n-1} \times (1 + GR) \quad (6)$$

This formula calculates the projected number of tourists for a given year based on the previous year's data and the growth rate.

Let's assume that each project adds 2% to the growth rate, and each company adds 1%. This gives *a*=0.02 and *b*=0.01.

The growth rate will be calculated as follows (*Given P=4 and C=12*).

$$GR = 0,02 \times 4 \times 0,01 \times 12 = 0,08 + 0,12 = 0,20$$

Accordingly, the D=GR indicator will be equal to 0.2.

Projecting Tourists for 2024:

$$T_{2024} = 543,000 \times (1 + 0,2) = 543,000 \times 1,2 = 651,600$$

The calculation results are shown in Table 4.

Table 4. The calculation results

| Year | Growth Rate (GR) | Projected Tourists |
|------|------------------|--------------------|
| 2023 | 20% | 543.000 |
| 2024 | 20% | 651.000 |

Based on the results of this analysis, we provided recommendations for further improvement of marketing policies in the Norwegian Fjords with the aim of attracting new customers and promoting sustainable development of the

region.

5. DISCUSSIONS

An important element in the discussion is a comparison of our results with similar ones. To do this, we will highlight the most significant ones and compare them with those we received. For example, in a study by Wagner et al. [19] focuses on regulating the tourism industry to attract foreign investment in situations of force majeure events. The authors explore methods and strategies for risk management of tourism that may be of benefit to you in the context of sustainable tourism development in ecological recreation areas. However, our research goes deeply into the field of marketing and specific targeting policies.

An interesting study by Nuramin et al. [20], which examines aspects of the formation of tourism infrastructure at the basic level of creation, in addition, this study focuses on the importance of taking into account the principles of social responsibility, which is an integral part of the modern paradigm of sustainable development of the region. But, despite the approval of important elements of sustainable development of the tourism sector in the region, this study does not propose any methods for improving this area, while our study suggests specific methods for improving marketing policies targeting attracting new customers to environmental recreation areas in the context of sustainable development region. Similar study by Minchenko et al. [21], which focuses on inclusive tourism and its impact on the social adaptation of people with disabilities. This topic can create opportunities for reflection on social responsibility in tourism.

In a study, Luo and Bhattacharya [22] examines the relationship between corporate social responsibility, customer satisfaction and market value in the tourism industry. While the study specializes in marketing policies to engage customers in environmental recreation areas and can take into account aspects of corporate social responsibility.

The issue of social responsibility and sustainable development is also actively addressed in the study of Fernández-Guadaño and Sarria-Pedroza [23] and Taherdangkoo et al. [24]. They assess the impact of corporate social responsibility on value creation from a stakeholder perspective, as well as the role of industry reputation and competitive intensity in sustainable marketing strategy. All of these elements are an important part of modern marketing policy, but improving one element can lead to neglect or even deterioration of all the others. Our research takes into account a number of elements and their interaction in the issue of marketing policy with targeting to attract new customers to ecological recreation areas in the context of sustainable development of the region.

Considering this, our study is unique as it integrates aspects of marketing policy, sustainable development and tourism in eco-recreation areas. We used specific methods to determine the feasibility and effectiveness of implementing marketing policies, which makes our research important and interesting for the development of the modern tourism industry.

Having compared the results of our research with other scientific sources, we come to the important conclusion that our research is truly relevant and important in the context of the chosen topic. By comparing our results with existing studies, we confirmed the relevance of our approaches and the importance of the findings for the development of modern

ecotourism and sustainable development of the region. Our work contributes to the understanding of key aspects of marketing policy in ecological recreation areas and provides a basis for further research and the introduction of new strategies in this area.

6. CONCLUSIONS

It should be noted that one of the most important results of the obtained research is the presentation of a new approach to the assessment of recreational areas for the most suitable for sustainable development. The approach itself involves an active combination of various methods, which together, due to the correct reasoning of experts from Norway, provided the desired result. Another important aspect is the need to adapt to changing conditions and requirements of the modern market. Technological developments and changes in consumer preferences require marketers to be flexible and innovative in their thinking. This is especially true when using digital communication channels, such as social media, to reach a wide audience and effectively convey key messages.

As part of the study, using a dual comparison matrix and Metod Saaty, we analyzed several key recreation areas in Norway. This allowed us to select the region that is best suited to implement our proposals to optimize sustainable development and introduce new marketing policy mechanisms.

Taking into account the results obtained, we have developed a number of proposals for improving marketing policies. These proposals include the use of innovative approaches, the use of the latest marketing tools, and the involvement of local communities in the process of developing ecological recreation areas.

Thus, our study highlights the importance of integrating sustainability and environmental education into marketing policies as key to successfully attracting new customers and conserving natural resources. It should be taken into account in further research.

Tourism authorities can use the identified key tourist areas as a foundation for strategic planning and policy development. By focusing on these areas, they can allocate resources more efficiently, ensuring that marketing efforts are concentrated where they can have the most significant impact on attracting new customers while adhering to sustainability principles. It should be noted that the results obtained make it possible to enrich and develop the theory of ecotourism marketing and provide an analytical basis and reference for other countries for formulating marketing strategies.

As a result of the study, key tourist areas in Norway were analyzed and those most suitable for the development of marketing policies were identified, targeting the attraction of new customers in the context of the sustainable development of the region. At the same time, the long-term growth of tourists was calculated through the use of new elements of marketing policy with targeting to attract new clients to ecological recreation areas in the context of sustainable development of the region. The study has a limitation, since it takes into account the peculiarities of the functioning of tourist areas exclusively in Norway. Future studies are expected to expand the study to other countries.

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