

**RECREATION AND REHABILITATION SERVICES: CONTEMPORARY MARKETING APPROACHES TO VALUE CREATION AND WELL-BEING****РЕКРЕАЦІЙНІ ТА РЕАБІЛІТАЦІЙНІ ПОСЛУГИ: СУЧАСНІ МАРКЕТИНГОВІ ПІДХОДИ ДО СТВОРЕННЯ ЦІННОСТІ ТА ЗАБЕЗПЕЧЕННЯ ДОБРОБУТУ****Veretin L. S., Skoryna T. M., Zabavska A. O.***National University of Water and Environmental Engineering, Rivne, Ukraine*

ORCID: 0000-0002-8028-1118

ORCID: 0000-0002-2179-9814

ORCID: 0009-0009-2194-8603

**Abstracts**

In the context of increasing social pressures, demographic changes, and growing attention to quality of life, recreation and rehabilitation services are gaining importance as essential components of population well-being systems. However, existing research often addresses marketing in this field in a fragmented manner, focusing primarily on promotion tools rather than on marketing as an integrative value-creation mechanism.

**The purpose of this article** is to provide a theoretical and analytical justification of contemporary marketing approaches to recreation and rehabilitation services and to develop an original conceptual marketing model oriented toward value creation and multidimensional consumer well-being.

**The research material** includes recent academic publications on services marketing, recreation, rehabilitation, and well-being, as well as analytical reports of international organizations. The study employs methods of systematization, comparative analysis, theoretical generalization, and conceptual modeling, drawing on service-dominant logic and transformative service research frameworks.

**The research results** demonstrate that effective development of recreation and rehabilitation services requires a shift from transactional and instrument-based marketing models toward integrated approaches focused on long-term relationships and value co-creation. The findings indicate that combining relationship marketing, experience-oriented marketing, and well-being-oriented concepts enables sustainable outcomes in physical, psychological, and social dimensions of well-being. An original conceptual model of marketing for recreation and rehabilitation services is proposed, illustrating the causal links between marketing determinants, the value creation process, and long-term well-being outcomes.

**Conclusions.** The study substantiates that marketing in the recreation and rehabilitation sector should be regarded as a strategic mechanism for integrating economic efficiency with social development goals. The proposed model provides a methodological basis for designing effective marketing strategies and adapting international best practices to national contexts, particularly in relation to the development of well-being-oriented service systems.

**Key words:** recreation services, rehabilitation services, services marketing, well-being, value creation, consumer experience.

У сучасних умовах зростання соціального навантаження, демографічних змін та підвищеної уваги до якості життя особливого значення набувають рекреаційні та реабілітаційні послуги як складові системи забезпечення добробуту населення. Водночас у наукових дослідженнях недостатньо систематизованими залишаються маркетингові підходи до розвитку цієї сфери, а маркетинг часто розглядається фрагментарно – як інструмент просування, а не як інтеграційний механізм створення цінності.

**Метою статті** є теоретико-аналітичне обґрунтування сучасних маркетингових підходів до рекреаційних та реабілітаційних послуг і розроблення авторської концептуальної моделі маркетингу, орієнтованої на формування цінності та забезпечення багатовимірного well-being споживачів.

**Матеріалом дослідження** слугували сучасні наукові публікації з маркетингу послуг, рекреації, реабілітації та well-being, аналітичні звіти міжнародних організацій, а також концепції сервісно-домінантної логіки та трансформаційних досліджень сервісу. У роботі використано методи систематизації, порівняльного аналізу, теоретичного узагальнення та концептуального моделювання.

**Результати дослідження** полягають у систематизації ключових маркетингових підходів, релевантних для рекреаційних та реабілітаційних послуг, та обґрунтуванні доцільності переходу від транзакційних і інструментальних моделей маркетингу до інтегрованих підходів, орієнтованих на довгострокову взаємодію та створення цінності. Доведено, що поєднання маркетингу взаємовідносин, досвід-орієнтованого маркетингу та концепцій well-being

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забезпечує формування стійких результатів у фізичному, психологічному та соціальному вимірах добробуту. Запропоновано авторську концептуальну модель маркетингу рекреаційних та реабілітаційних послуг, яка відображає причинно-наслідкові зв'язки між маркетинговими детермінантами, процесом створення цінності та довгостроковими результатами у сфері well-being.

**Висновки.** Обґрунтовано, що маркетинг у рекреаційно-реабілітаційній сфері має розглядатися як стратегічний механізм інтеграції економічних і соціальних цілей розвитку. Запропонована модель створює методологічне підґрунтя для формування ефективних маркетингових стратегій та адаптації міжнародного досвіду до національних умов, зокрема в контексті розвитку системи добробуту в Україні.

**Ключові слова:** рекреаційні послуги, реабілітаційні послуги, маркетинг послуг, well-being, створення цінності, споживчий досвід.

**Introduction.** In contemporary socio-economic conditions, recreation and rehabilitation are increasingly acquiring the status of strategically important components of systems aimed at ensuring quality of life and societal well-being. The increase in life expectancy, the growing prevalence of chronic diseases, rising levels of psycho-emotional stress, as well as the consequences of global crisis phenomena necessitate the development of comprehensive approaches to restoring the physical, psychological, and social potential of individuals [18]. In this context, recreation and rehabilitation services are no longer perceived exclusively as auxiliary or secondary segments of the service sector but are progressively integrated into healthcare systems, social protection frameworks, and sustainable development agendas. This perspective is consistent with the approaches of the World Health Organization, which considers rehabilitation a priority direction for the development of healthcare systems at the global level [2].

At the same time, the service economy is undergoing significant transformation, within which consumers increasingly act not only as recipients of outcomes but also as co-creators of value. According to the concept of service-dominant logic, value is generated through interaction between service providers and users rather than being embedded in a product in advance [16]. This feature is particularly critical for recreation and rehabilitation services, as their effectiveness directly depends on individual consumer characteristics, motivation, expectations, level of engagement, and subjective perception of outcomes [7].

Recent academic research has devoted considerable attention to the development of recreational systems, the management of resort and recreational areas, and the role of physical activity and restorative practices in maintaining population health [5, 14]. A distinct body of literature focuses on rehabilitation services within the healthcare context, particularly physical and psychosocial rehabilitation, as well as the integration of rehabilitation programs into medical and social systems [4, 15]. At the same time, marketing aspects of the development of recreation and rehabilitation services are addressed fragmentarily in a substantial share of studies or are largely reduced to issues of promotion and communication.

The role of marketing as a systemic mechanism for value creation in recreation and rehabilitation services, oriented toward achieving long-term outcomes in the domains of well-being and quality of life, remains insufficiently explored. Most studies concentrate either on the economic efficiency of service providers or on the medical outcomes of rehabilitation, without adequately considering the complex nature of consumer experience and its influence on the

perceived effectiveness of services [9]. As a result, there is a lack of a generalized approach to integrating marketing instruments into the management systems of recreation and rehabilitation services from the perspective of value creation and the promotion of well-being.

This issue becomes particularly relevant in the context of increasing competition among providers of recreation and rehabilitation services, diversification of service delivery formats, and rising consumer expectations regarding quality, accessibility, and service personalization [11]. Under such conditions, marketing ceases to function solely as a commercialization tool and is transformed into a strategic function that ensures the alignment of interests among consumers, society, and service-providing organizations [6]. For countries with transition economies, including Ukraine, these processes are accompanied by additional challenges related to institutional constraints, uneven infrastructure development, and the need to integrate international experience into national practices.

Thus, the existing research gap lies in the absence of a comprehensive marketing approach to the analysis and development of recreation and rehabilitation services that would take into account the specificity of value creation in the service sector, a focus on consumer well-being, and contemporary trends in the evolution of the service economy. Addressing this gap requires the systematization of scientific approaches, the synthesis of international experience, and the development of conceptual foundations for the marketing of recreation and rehabilitation services.

The purpose of this article is to provide a theoretical and analytical justification of contemporary marketing approaches to value creation in recreation and rehabilitation services with a focus on ensuring consumer well-being, as well as to identify prospects for their application in the international context and for the development of this sector in Ukraine.

**Materials and Methods.** The methodological framework of the study was developed with consideration of the interdisciplinary nature of recreation and rehabilitation services, which combine elements of the service economy, marketing, healthcare, and social development. In contemporary scientific approaches, rehabilitation is regarded not merely as a set of medical interventions but as a strategy for preserving and restoring an individual's functional potential [3]. In accordance with the stated objective, the study has a theoretical and analytical character and is based on the systematic synthesis of modern scientific approaches to the marketing of recreation and rehabilitation services and value-creation mechanisms oriented toward ensuring consumer well-being.

The research employs a set of general scientific and specialized methods, which ensured the integrity of the analysis and the logical consistency of the results obtained. The theoretical basis of the study was formed through the analysis and synthesis of academic publications on services marketing, recreation, rehabilitation, and well-being, which made it possible to identify key concepts, approaches, and directions of contemporary research [7, 14, 16]. The method of induction was applied to generalize individual theoretical propositions and practical approaches into a unified conceptual framework, while the method of deduction was used to formulate logically substantiated conclusions regarding the role of marketing in value creation within recreation and rehabilitation services.

To identify specific features of the development of the recreation and rehabilitation sector and to substantiate contemporary marketing approaches, a comparative analysis was conducted. This made it possible to compare different models of organization and promotion of recreation and rehabilitation services in international practice [5, 11]. Within this analysis, differences in levels of institutional development, demand structures, and approaches to consumer value formation and orientation toward long-term well-being outcomes were taken into account.

The information base of the study consists of secondary statistical data from international organizations, in particular the World Health Organization and the Organization for Economic Co-operation and Development, as well as analytical reports and reviews devoted to the development of recreation, rehabilitation, and the service economy [11, 18]. The processing of statistical materials was carried out using methods of descriptive and comparative statistics, which made it possible to identify general trends in the development of recreation and rehabilitation services and to substantiate their relationship with indicators of quality of life and societal well-being.

To systematize marketing approaches to recreation and rehabilitation services, the methods of classification and typology were applied. This allowed the identification of key groups of marketing instruments depending on their functional purpose and their impact on value creation for consumers [9]. In particular, the study differentiates between approaches oriented toward the formation of consumer experience, the development of long-term relationships with consumers, and the integration of well-being principles into the marketing strategies of recreation and rehabilitation organizations.

The generalization of the results of theoretical and comparative analyses was carried out using a systems approach, which made it possible to consider recreation and rehabilitation services as a complex open system in which marketing performs the role of an integrative mechanism between consumer needs, organizational objectives, and societal expectations regarding the promotion of well-being [6]. Based on this approach, the conceptual foundations for further analysis and for the development of the authors' model of marketing for recreation and rehabilitation services, oriented toward value creation and the support of well-being, were formed.

The methodological provisions of the study ensure the scientific validity of the results obtained and provide a basis for their interpretation in the sections devoted to the research

results and discussion, as well as for the formulation of practical recommendations with regard to international experience and the prospects for the development of the recreation and rehabilitation sector in Ukraine.

**Results.** The results of the conducted theoretical and analytical study indicate that, under contemporary conditions, the marketing of recreation and rehabilitation services is acquiring qualitatively new functions that go beyond traditional approaches to promotion and sales. Increasingly, the core of marketing activity is the process of value creation, which integrates economic, social, and health-preserving components and directly influences the level of consumer well-being [7, 16].

### **1. Systematization of marketing approaches in recreation and rehabilitation services**

The systematization of marketing approaches in recreation and rehabilitation services requires consideration of two fundamentally important characteristics of this sector. First, recreation and rehabilitation services are typical of the service economy, where value is created not "within the product" but through interaction between the provider and the consumer, with the consumer acting as a co-creator of value [16]. Second, the expected outcomes of such services have a pronounced dimension of societal usefulness (well-being, functioning, recovery), which brings marketing solutions closer to the logic of social marketing and approaches oriented toward health and well-being [1, 8]. This implies that, in the fields of recreation and rehabilitation, marketing cannot be limited to communication tools; rather, relevant approaches must encompass service design, consumer experience management, long-term relationships, trust, and performance measured in well-being dimensions.

The literature review conducted makes it possible to identify at least six conceptual "layers" in the evolution of marketing approaches that explain, in different ways, the mechanisms of value creation and demand management in the recreation and rehabilitation sector. The foundational layer is the transactional approach, in which marketing focuses on exchange and the sale of a single service, while value is interpreted primarily as functional utility (a set of procedures, a package of recreational activities, or a single service act). Although this approach is the simplest to implement, it is limited in the context of recreation and rehabilitation, as these services typically generate delayed outcomes and depend significantly on consumers' behavioral engagement over time. This necessitates a transition toward services marketing, where the management of service quality, interaction processes, the standardization of service procedures, and control of contact points become central.

The next stage of development is relationship marketing, in which the focus shifts to trust, commitment, repeated interactions, and the reduction of perceived risk for consumers. This is particularly critical for recreation and rehabilitation services, as consumers evaluate not only outcomes but also safety, staff competence, service predictability, ethical standards, and ongoing support. Within relationship marketing theory, trust and commitment act as mediators of successful exchange and determine the stability of relationships [9]. In practical terms, this means that the competitiveness of recreation and rehabilitation organizations depends not only on available resources or pricing policies, but also on institutionalized trust capital and

the ability to sustain a long-term consumer experience trajectory.

A distinct conceptual block is represented by the experience-oriented approach, which emerged within the logic of the “experience economy,” where differentiation is achieved through the design of memorable, emotionally significant, and personalized experiences [12]. In recreational services, this logic is particularly pronounced, as recreation by its nature contributes to the formation of emotional and social capital associated with rest, recovery, and identity. In rehabilitation services, the experience-oriented logic does not replace the medical component but enhances effectiveness by supporting motivation, engagement, increased adherence to recommendations, and the perception of “progress,” which is especially important for long-term programs. In this sense, experience becomes not a cosmetic addition, but a factor of effectiveness.

Given the target outcome in the form of consumer well-being, social marketing is also highly relevant. Initially developed as an approach to planned behavior change and the acceptance of social ideas, social marketing provides an appropriate framework for the recreation and rehabilitation sphere [8]. Within this context, social marketing logic manifests itself in the formation of health-preserving behavior, the promotion of active longevity, encouragement of regular physical activity, and the adoption of preventive and restorative practices. This approach allows marketing instruments to be interpreted as mechanisms of socially beneficial influence, where effectiveness is measured not only by economic indicators but also by behavioral change, accessibility, inclusion of vulnerable groups, and societal outcomes.

The most contemporary conceptual layer, which directly correlates with the mission of this study, comprises approaches oriented toward well-being that have developed

within the framework of Transformative Service Research (TSR). TSR focuses on how services create or enhance the well-being of individuals, communities, and broader social systems, and proposes evaluating service solutions not only through managerial metrics but through real outcomes for human flourishing [1, 13]. In recreation and rehabilitation services, this logic is particularly relevant, as the ultimate goal is not the transaction itself, but improvements in functioning, psychological state, social inclusion, and quality of life. In addition, contemporary international frameworks for measuring well-being, based on multidimensional well-being indicators, reinforce the need for such integration of marketing thinking and societal objectives [10]. At the same time, global initiatives in the field of rehabilitation emphasize the necessity of the systemic organization of services and the accessibility of rehabilitation care as an element of healthcare system development [17].

To summarize these approaches in a format suitable for further conceptualization and application, an extended typology was developed in which each approach is associated with a dominant value logic, the time horizon of interaction with consumers, and outcomes relevant to the sector.

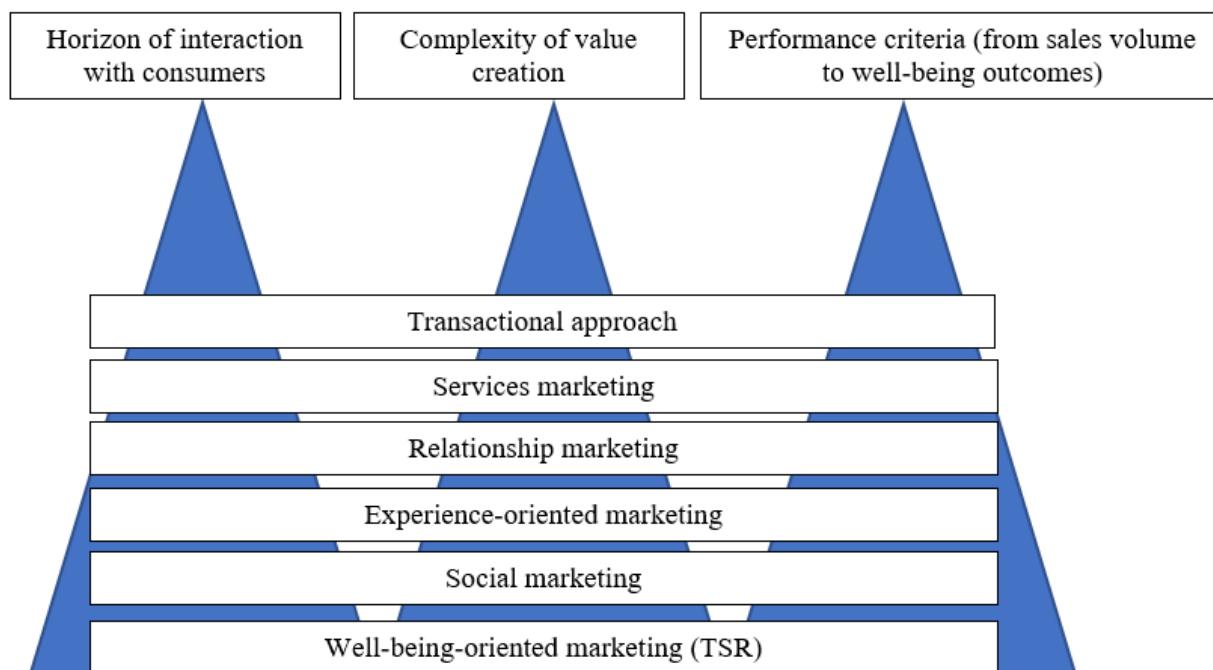
The proposed systematization allows for an important methodological conclusion: for recreation and rehabilitation services, the most productive approaches are those that simultaneously ensure process quality management, the formation of long-term relationships, and experience design, while integrating a “higher-order” performance criterion – namely, impact on well-being. Therefore, marketing in this sector should be considered a multi-level system in which different approaches are not mutually exclusive but are combined depending on consumer segments, program duration, risk sensitivity, and expected well-being outcomes.

**Table 1**

***Extended systematization of marketing approaches in recreation and rehabilitation services***

<b>Approach</b>	<b>Dominant logic</b>	<b>Interaction horizon</b>	<b>Core value</b>	<b>Typical instruments</b>	<b>Most relevant outcomes</b>
Transactional	“Exchange/sale of services”	Short-term	Functional value	Pricing, service packages, basic promotion	Sales volume, demand, customer acquisition
Services marketing	“Service quality”	Medium-term	Process value	Service standards, service process management, contact point management	Satisfaction, complaint reduction
Relationship marketing	“Trust and commitment”	Long-term	Relational value	Loyalty programs, personalized support, customer relationship management	Repeat visits, trust, customer retention
Experience-oriented marketing	“Memorable experience”	Medium-/long-term	Emotional value	Experience design, personalization, emotional engagement	Emotional involvement, subjective experience effect
Social marketing	“Behavioral change”	Long-term	Social value	Social campaigns, partnerships, shared educational programs	Health-preserving behavior, accessibility
Well-being / TSR	“Well-being as a service outcome”	Long-term	Integrated value	Service system design, service literacy, inclusiveness	Well-being, quality of life, social responsibility

**Source:** developed by the authors based on [1; 8; 9; 10; 12; 16; 17]



*The widening of the triangles toward their base reflects the expansion of each dimension in the evolution of marketing approaches.*

Figure 1. Evolution of marketing approaches in recreation and rehabilitation services (generalized logic)

Source: developed by the authors based on [1, 8, 9, 12, 16]

To illustrate the logic of the evolution of these approaches and the way they overlap in the practice of recreation and rehabilitation organizations, a generalized scheme is presented in Figure 1.

In the context of prospects for Ukraine, the systematization presented in Figure 1 has practical significance for two reasons. First, it helps avoid the common simplification whereby the marketing of recreation and rehabilitation services is reduced to advertising or pricing, and instead forms a basis for a transition toward value management and long-term outcomes. Second, it creates a structured space for adapting international experience, where the target orientation is not the replication of individual tools, but the development of an integrated marketing management system oriented toward well-being, inclusiveness, and sustainability of outcomes, which is consistent with contemporary global rehabilitation frameworks and well-being measurement approaches [10, 17].

## **2. The role of marketing in value creation in recreation and rehabilitation services**

An in-depth analysis of theoretical sources and international practices makes it possible to conclude that, in recreation and rehabilitation services, marketing plays a structure-forming role in the process of value creation. Unlike tangible goods, where value is largely embedded in the physical characteristics of the product, in the fields of recreation and rehabilitation value emerges gradually, within a dynamic process of interaction between the consumer and the service provider, and results from the combination of functional, emotional, and social components [16]. For this reason, marketing in this sector should be viewed not as a separate managerial function, but as an integrative

mechanism that connects service design, interaction management, and the assessment of outcomes in well-being dimensions.

In functional terms, the value of recreation and rehabilitation services is associated with achieving expected outcomes related to the restoration or maintenance of physical and psycho-emotional condition. However, scientific evidence indicates that even when clinical or physiological outcomes are comparable, consumers' perceptions of service effectiveness may differ substantially depending on the organization of the service process, the quality of communication, and the level of engagement [15]. In this context, marketing facilitates the alignment of consumer expectations with realistically achievable outcomes, shapes an understanding of the objectives of recreation and rehabilitation programs, and reduces information asymmetry, which is typical of services characterized by high levels of trust and perceived risk.

The emotional dimension of value is particularly significant in recreational services, where positive experiences, feelings of recovery, safety, and satisfaction directly influence overall outcome perception. In rehabilitation programs, the emotional component is no less important, as motivation, belief in the effectiveness of interventions, and subjective perceptions of progress largely determine adherence to recommendations and the sustainability of achieved results [13]. In this regard, marketing acts as a tool for managing the emotional aspects of services through experience design, communication support, and the creation of a positive service environment.

The social dimension of value in recreation and rehabilitation services is reflected in their capacity to promote social integration, the restoration of social roles, and

improvements in quality of life. This is particularly relevant for rehabilitation programs targeting individuals with chronic conditions, disabilities, or post-traumatic consequences, where outcomes extend beyond medical indicators to include autonomy, participation in social life, and a sense of belonging [17]. In such a context, marketing – when combined with principles of social and transformative service approaches – contributes to the development of inclusive service models and the expansion of access to recreation and rehabilitation services.

A significant result of the study is the identification of marketing in the recreation and rehabilitation sector as performing a mediating function between individual consumer needs, organizational objectives of service providers, and societal expectations regarding the promotion of well-being. According to the principles of Transformative Service Research, service systems should be evaluated in terms of their impact not only on individual consumers, but also on communities and social systems as a whole [1]. This implies that marketing decisions in recreation and rehabilitation services must reconcile economic feasibility with social responsibility and long-term well-being outcomes.

An important aspect of value creation is also the temporal horizon of interaction with consumers. Recreation and rehabilitation services often involve repeated or long-term programs, the effects of which manifest gradually over time. In this context, relationship marketing and experience-oriented approaches help ensure continuity of interaction, sustained motivation, and service adaptation to changing consumer needs [9]. The result of such an approach is not only increased satisfaction, but also the formation of long-term value that translates into improved quality-of-life indicators.

Special attention in the study is given to the relationship between the marketing of recreation and rehabilitation services and systems for evaluating well-being. International well-being measurement frameworks increasingly rely on multidimensional indicators that encompass physical health, psychological state, social connections, and subjective life satisfaction [10]. This creates a basis for rethinking marketing performance indicators in the recreation and rehabilitation sector and for shifting from narrow commercial metrics toward assessing the real impact of services on consumer well-being.

Summarizing the obtained results, it can be stated that the role of marketing in the value creation of recreation and rehabilitation services lies in ensuring the integrity of the service process, aligning expectations with outcomes, and integrating economic and social development objectives. Such an approach forms a methodological foundation for the further development of a conceptual marketing model for recreation and rehabilitation services oriented toward long-term consumer well-being and the sustainable development of the sector.

### **3. The authors' conceptual model of marketing for recreation and rehabilitation services oriented toward well-being**

The deepening of research results and the systematization of marketing approaches created the preconditions for the development of an authors' conceptual model of marketing for recreation and rehabilitation services oriented toward

value creation and the promotion of consumer well-being. The need for such a model is driven by the complexity of recreation and rehabilitation services, the multidimensionality of expected outcomes, and the absence of universal approaches that simultaneously account for economic efficiency, consumer experience, and societally significant outcomes in the field of well-being.

Conceptually, the model is grounded in the principles of service-dominant logic, according to which value is not created unilaterally by the provider but is formed through interactions among all participants within the service system [16]. For recreation and rehabilitation services, this logic is of fundamental importance, as service outcomes depend not only on service content but also on consumer behavior, engagement, and motivation, as well as on the quality of interaction with personnel and the service environment.

#### *3.1. Methodological preconditions for model development*

The construction of the authors' model was carried out with consideration of the following methodological assumptions. First, recreation and rehabilitation services are viewed as an open service system functioning in interaction with the social, economic, and institutional environment. Second, value within this system has a dynamic nature and changes throughout the entire cycle of interaction with consumers – from expectation formation to the evaluation of achieved outcomes. Third, the key criterion of service effectiveness is not limited to consumer satisfaction, but extends to its impact on multidimensional well-being, encompassing physical, psychological, and social components [10, 17].

Based on these assumptions, marketing within the model is interpreted as an integrative function that links strategic management, operational decisions, and the assessment of outcomes in well-being dimensions.

#### *3.2. Structure of the authors' conceptual model*

The authors' model consists of three interrelated levels: marketing determinants, the value creation process, and outcomes in well-being dimensions.

The first level of the model comprises the key marketing determinants of recreation and rehabilitation services, including consumer orientation, service quality management, experience design, long-term relationship development, and value communication. These determinants define the logic of service process organization and create conditions for the active participation of consumers in outcome formation.

The second level of the model reflects the value creation process, which is realized through interaction among consumers, personnel, and the service environment. At this stage, trust, engagement, personalization, and support of consumer motivation play a central role. It is at this level that marketing efforts are transformed into subjectively and objectively perceived value, which determines the perceived effectiveness of recreation and rehabilitation programs.

The third level of the model represents outcomes in the field of well-being, which serve as the ultimate reference point for the functioning of recreation and rehabilitation services. These outcomes include improvements in physical condition, psychological well-being, social integration, and overall quality of life of consumers. Thus, the model makes it possible to trace causal relationships between marketing

decisions and long-term outcomes in the domain of well-being.

3.3. *Logic of interaction among model elements*

The interaction among model elements has a cyclical character. Marketing determinants shape consumer expectations and set the parameters of the service process. During interaction, expectations are adjusted according to actual experience, while created value is assessed through the lens of achieved outcomes. These outcomes, in turn, influence subsequent consumer behavior, levels of loyalty,

and readiness for repeated interaction, thereby closing the value creation cycle [9].

An important feature of the model is its capacity to account for the delayed effects of recreation and rehabilitation services. Outcomes in well-being dimensions may not manifest immediately after service provision but may emerge over time, which necessitates long-term marketing support and sustained interaction with consumers.

3.4. *Visualization of the conceptual model*

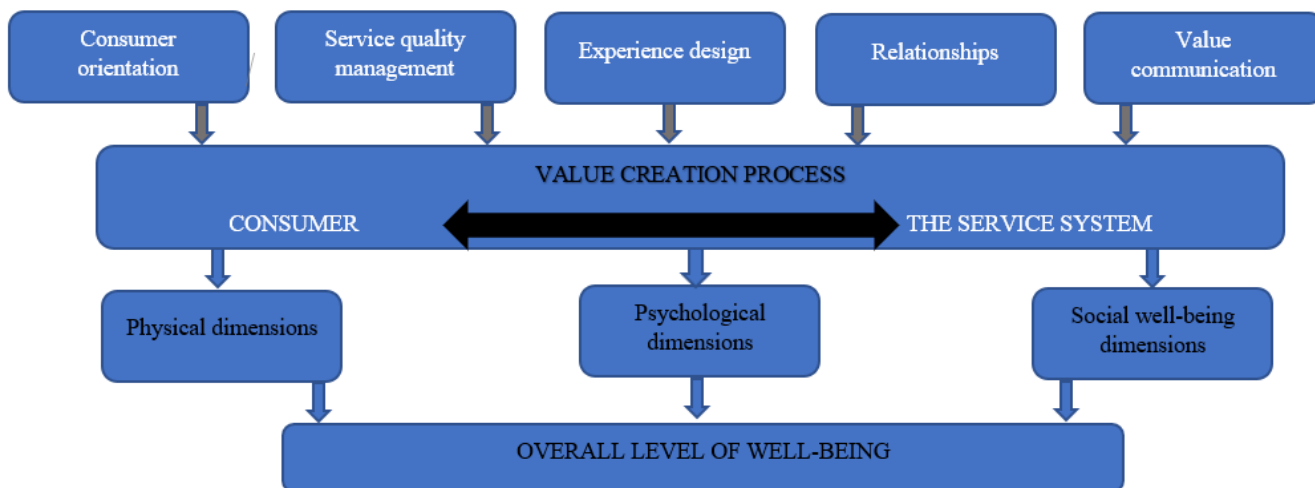


Figure 2. Authors' conceptual model of marketing for recreation and rehabilitation services oriented toward well-being  
Source: authors' development.

3.5. *Analytical interpretation of the model*

The proposed model enables a new interpretation of the role of marketing in the recreation and rehabilitation sector. It demonstrates that marketing decisions should be integrated into strategic service management and oriented toward long-term outcomes rather than short-term demand indicators. From the perspective of international practice, this model is consistent with contemporary approaches to the development of service systems focused on well-being and the sustainability of outcomes [1, 10].

For Ukraine, the model has applied significance, as it can serve as a methodological basis for the development of modern marketing strategies in the recreation and rehabilitation sector, the integration of international experience, and the enhancement of service effectiveness in the context of post-crisis recovery and the development of a well-being system.

4. **Generalization of results and their significance for international practice and Ukraine**

The generalization of the research findings makes it possible to formulate a number of provisions that have both theoretical and applied significance for the development of recreation and rehabilitation services under contemporary conditions. First and foremost, it has been established that marketing in this field should be considered not as a set of isolated instruments for influencing demand, but as a systemic mechanism for coordinating service activities aimed at creating long-term value and achieving outcomes in well-being dimensions. This approach corresponds to current trends in the development of the service economy and is

consistent with international scientific frameworks in which well-being is recognized as a key criterion for the effectiveness of service systems [1, 10].

The obtained results confirm that international practice demonstrates a gradual transition from the fragmented application of marketing tools toward integrated marketing strategies oriented to consumer experience, long-term relationships, and societally significant outcomes. In countries with well-developed recreation and rehabilitation systems, marketing is increasingly integrated into strategic service management and used as a mechanism for aligning the interests of consumers, service providers, and public institutions [5, 11]. This contributes not only to enhancing organizational competitiveness, but also to improving the overall effectiveness of systems from the perspective of population quality of life.

An important finding of the study is the identification of the most effective marketing models in the recreation and rehabilitation sector as those that combine elements of relationship marketing, experience-oriented approaches, and well-being-oriented concepts. Such a combination ensures continuity of interaction with consumers, sustained motivation, and the formation of trust, which are critical factors for services characterized by delayed effects and high levels of perceived risk [9, 13]. In the international context, this is supported by the growing attention to Transformative Service Research as a field that integrates marketing, healthcare, and social sciences [1].

From a comparative perspective, it has been established that recreation and rehabilitation systems oriented toward

long-term well-being demonstrate higher levels of adaptability to socio-economic changes, including population aging, the increasing prevalence of chronic diseases, and rising psycho-emotional burdens [17]. Within such systems, marketing performs not only a function of market coordination but also a role of social integration, contributing to the development of inclusive services and improving access to recreation and rehabilitation programs for diverse population groups.

For Ukraine, the research results are of particular importance given the transformation character of the national economy and current challenges in the field of restoring population health and well-being. Limited resources, market fragmentation in recreation and rehabilitation services, and uneven regional development necessitate a transition from the spontaneous use of marketing instruments toward systemic marketing management oriented toward value creation and long-term outcomes. The proposed conceptual model can serve as a methodological foundation for such a transition.

The adaptation of international approaches to the Ukrainian context implies, first, rethinking the role of marketing in the recreation and rehabilitation sector as a strategic function that integrates economic and social development objectives. Second, it requires consideration of the specific characteristics of consumer demand, levels of institutional trust, and socio-cultural features shaping the perception of recreation and rehabilitation services. Third, particular attention should be given to integrating well-being principles into service performance evaluation practices, which would enable a shift from formal activity indicators to the measurement of real impacts on population quality of life.

In summary, the research findings provide a scientifically grounded basis for the development of marketing for recreation and rehabilitation services in both international and national contexts. They demonstrate the feasibility of applying a comprehensive marketing approach oriented toward value creation and the promotion of well-being, and establish a foundation for further research aimed at the empirical verification of the proposed model and its adaptation to specific institutional conditions.

**Discussion.** The obtained results make it possible to deepen the scientific discussion on the role of marketing in the development of recreation and rehabilitation services and to clarify the position of marketing approaches within contemporary service systems oriented toward well-being. Unlike a substantial body of prior research, in which marketing in the recreation and rehabilitation sphere was addressed fragmentarily – primarily through the lenses of promotion, branding, or pricing – the findings of this study confirm the appropriateness of interpreting marketing as an integrative mechanism of value creation with long-term outcomes in well-being dimensions.

The comparison of the results with the principles of service-dominant logic demonstrates their conceptual consistency with the idea of value co-creation through interaction between service providers and consumers [16]. At the same time, the findings extend this logic by showing that, in recreation and rehabilitation services, value co-creation should not be confined to economic indicators or subjective satisfaction measures, but should be assessed through the

prism of multidimensional well-being. This perspective aligns with the principles of Transformative Service Research, which conceptualizes services as instruments for positive change in the well-being of individuals and communities [1].

A comparison with studies in the fields of recreation and tourism indicates that most scholars emphasize territory management, resource utilization, or consumer behavior in the context of leisure and recreation [5, 14]. While such approaches are important for understanding the specificity of recreational systems, they tend to insufficiently address the rehabilitation component and long-term consequences for quality of life. The results of this study complement existing research by integrating recreation and rehabilitation services into a unified analytical framework in which marketing performs the function of aligning restorative objectives with consumer experience.

In the context of rehabilitation research, which predominantly focuses on medical or functional outcomes, the proposed approach allows for a broader interpretation of service effectiveness. Studies in rehabilitation emphasize the importance of multidisciplinary models that combine medical, social, and psychological components [4, 15]. The results obtained correlate with these approaches while adding a marketing dimension as a mechanism for integrating diverse service components and managing interactions with consumers throughout the entire rehabilitation cycle.

Particular significance is attached to the discussion of the role of experience-oriented marketing and relationship marketing in achieving sustainable outcomes in recreation and rehabilitation programs. Previous studies indicate that trust, commitment, and interaction quality are key determinants of long-term service effectiveness [9, 13]. The findings of this study confirm these propositions and further specify them for the recreation and rehabilitation context, demonstrating that it is precisely the combination of experience-oriented and well-being-oriented approaches that offers the highest potential for improving quality of life.

From the perspective of international practice, the results are consistent with trends identified in analytical reports by international organizations, which highlight the growing role of recreation and rehabilitation services within healthcare and social development systems [11, 17]. At the same time, the study provides a more detailed articulation of these trends at the level of marketing mechanisms, which have remained outside the focus of many macro-analytical works.

The scientific contribution of this study lies in the development of an integrated conceptual model of marketing for recreation and rehabilitation services that combines service-dominant logic, Transformative Service Research approaches, and multidimensional well-being concepts. Unlike existing models, the proposed framework enables the tracing of causal relationships between marketing determinants, the value creation process, and long-term outcomes in the well-being domain. This expands the theoretical scope of services marketing and establishes a foundation for further empirical research.

At the same time, the results of the study have certain limitations that should be considered in future research. First, the study has a theoretical and analytical character and is based on the synthesis of secondary data, which necessitates empirical verification of the proposed model. Second, the

international scope of the analysis does not allow for full consideration of institutional and cultural specificities of individual countries, including Ukraine, thereby opening avenues for further applied research.

For Ukraine, the discussion results underscore the relevance of transitioning toward systemic marketing management of recreation and rehabilitation services with an orientation toward long-term well-being outcomes. They also highlight the need to adapt international concepts to the national context, taking into account levels of institutional development, resource constraints, and socio-cultural factors. In this sense, the proposed model may serve as an analytical tool for shaping development strategies for the recreation and rehabilitation sector and for integrating it into broader well-being and recovery policies.

**Conclusions.** The theoretical and analytical study substantiates contemporary marketing approaches for recreation and rehabilitation within the framework of value creation and consumer well-being. In a transforming service economy, these services function as complex systems where effectiveness is measured by long-term physical, psychological, and social impacts rather than isolated recovery outcomes.

Systematization of existing models demonstrates that the highest potential lies in long-term interaction, experience management, and trust-building. While transactional approaches prove insufficient, the integration of relationship and experience-oriented marketing ensures sustainable value creation.

Marketing is identified as an integrative mechanism aligning consumer expectations with provider capabilities and societal goals. Decisions in this sector transcend simple satisfaction, directly influencing patient motivation, engagement, and adherence to recommendations – factors critical for services with delayed clinical effects.

The proposed conceptual model integrates service-dominant logic, Transformative Service Research (TSR), and multidimensional well-being concepts. This framework identifies causal links between marketing determinants and well-being outcomes, offering a methodological foundation for Ukraine's transition toward systemic marketing management. These findings serve as a basis for further empirical verification across diverse socio-economic contexts.

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