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TOURIST CLUSTER AS A TOOL FOR THE DEVELOPMENT OF THE COMPETITIVE MARKET OF UKRAINE TOURIST SERVICES

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Abstract

The article analyzes the theoretical foundations and features of tourist and recreational zoning. The concept of the tourist cluster is examined and revealed. The methodological approach of tourist and recreational zoning in Ukraine is singled out. The method of clustering as a tool for developing the competitiveness of the market of tourist services of Ukraine is presented. The conclusion that the tourist and recreational zoning of Ukraine is an effective multiplicative tool for attracting investment and promotion of tourist resources has been substantiated. The algorithm of creation and development of a tourist cluster at the present stage is offered.

Keywords: tourism industry; cluster; competitiveness; innovations; tourist resources; tourist services; demand; marketing technologies; effective management; market of tourist services

Introduction

Given the need to find increasingly advanced technologies for the development of the tourist services market and the requirements of today, the question of finding the optimal model for the restoration and development of the tourism industry of Ukraine remains relevant. One of the most effective is the cluster model, which contains a set of measures that can contribute to the development and support of new cluster entities in domestic tourism. We are convinced that the creation of tourism clusters is a prerequisite for the development of a competitive tourism market and the tourism industry in general.

Thus, the cluster approach helps to attract investment to the country, thereby increasing the level of investment, development of research institutions, the formation of competitive professionals, attracting a large number of partners, and allows to expand the market of tourism services and infrastructure. In general, the cluster approach, as one of the types of socio-geographical zoning, consists in the study of processes, laws

and patterns of zoning, identification of internal and external connections of districts, improvement of existing zoning schemes. Its practical significance is due to the identification of trends in the development of areas, improving the efficiency of their specialization and integrated use of resources, based on the principles of effective social interaction of stakeholders.

The relevance of the topic of the article is confirmed by an express survey on the need for the strategic management of tourist and recreational resources of Ukraine.

The recent research and publications analysis shows that the scientific and theoretical basis of the study is the works of such scientists as V. Antonenko, O. Beidyka, A. Havryliuk, V. Gorun, S. Kovalenko, M. Krachilova, O. Lyubitseva, A. Marshall, O. Mezentsseva, G. Parkhomenko, M. Porter, A. Romanova, T. Tkachenko, V. Fedorenko, S. Khlopiak, V. Shchepanovskiy and others. The analysis of the works allows for a systematic review of the vast majority of issues related to the methodology of socio-geographical zoning, including tourism and recreation, however, remains unexplored issues of tools and techniques that take into account universal criteria in the development of tourism clusters. This justifies the relevance of this article.

The unresolved parts of the problem are to clarify the state, challenges and trends in the development of the cluster model of the tourism industry in Ukraine.

The purpose of this study is a scientific and practical understanding and justification of the implementation of a cartoon approach to the formation of tourism clusters in Ukraine.

The scientific novelty of the article is to improve the theoretical and practical research methodology for the development of tourism clusters in Ukraine at the present stage.

Main research material

The problem of the formation and development of the tourist services market as an important tool of economic self-regulation provides dynamic correspondence of supply and demand and is a priority lever of development. Today, during the pandemic, the question arises of the tourism sector possibility in such a difficult socio-economic environment. It is important to restore responsibly the tourism sector, following the global recommendations of the World Tourism Organization (<https://www.unwto.org>), which are based on the restoration of tourism in order to become stronger and more sustainable for sustainable development.

At present, in the conditions of transition to the newest formations the management system at both regional and central levels is noticeably improved.

If we highlight the innovation infrastructure, its main elements include such institutions of innovation development as technology parks, engineering centres, business incubators, industrial parks, areas of innovation development. One of the main modern trends in the economic development of certain territories is the creation of innovative development institutions – clusters. If we turn to translation, the term “cluster” means a link, a concentrate, a production system.

The famous economist M. Porter (2020) defines the following: “A cluster is a geographically concentrated group of interconnected companies, specialized suppliers,

service providers, firms in related fields, and related organizations (e.g. universities), standardization agencies, trade associations) in certain areas that compete with each other, but at the same time conduct joint activities” (pp. 255–257).

In his research, recreational and tourist zoning of Ukraine is also considered by O. Beidyk. The scientist notes and distinguishes based on qualitative and quantitative parameters aspects: the proportion of recreational areas in the structure of land (as a percentage of the area of the autonomous republic, region); the number of places in organized recreation facilities (thousands of units); availability of centres (cores) of districts; recreational and tourist specialization of the territory in the national division and integration of labour; commonality and direction of the use of recreational and tourist resources (Beidyk, 2010, pp. 35–50).

The creation of clusters in most countries is due to the fact that, firstly, it is the clusters that effectively influence business development, and secondly, provide an opportunity to increase the intensity of the creation of new enterprises. Experience shows that the economies of countries that have funded government programs to implement the cluster model have developed much more than in countries where clusters have formed at the expense of their own potential.

In general, a cluster is a voluntarily created alliance, strategically grounded, which is formed in the form of a territorial, sectoral or territorial-sectoral association of business structures, research institutions, educational institutions, regardless of ownership and authorities, based on which also the observance of economic interests of each of its participants for the increase of quality of a tourist product, economic development and competitiveness of the market of tourist services.

In the context of consideration, we note that A. Marshall identified the proposed ideas for creating a cluster type, identified the main source for increasing productivity and efficiency of the market of tourist services through the prism of sustainable information exchange and knowledge and technology.

In turn, M. Porter argued that the nature and quality of relations that arise between cluster members can lead to increased competitiveness of cluster education. The scientist noted that the world practice of cluster formation and development gives grounds to single out the following areas of government participation in this process: structural policy aimed at creating favourable and stable conditions that would allow companies to increase their competitiveness and innovation potential; intermediary policy aimed at identifying and stimulating innovation clustering by providing strategic information and meeting supply and demand; the policy of the exacting consumer (in particular at registration of the state orders, the organization of tenders, etc (Porter, 2020, p. 468).

Analysis of research suggests that clusters play a special role in tourism, as they directly affect and ensure the development of competitiveness of the market of tourist services in the regions and the tourism industry of Ukraine in general.

It should be noted that tourism clusters are groups of enterprises that are geographically concentrated within the region, which share tourism resources, specialized tourism infrastructure, local labour markets, carry out joint management and marketing activities. The tourist cluster can be considered as a system of intensive production-technological and information cooperation of tourist enterprises, supplying basic

and additional services. Groups of enterprises concentrated geographically, which share specialized tourist infrastructure, functional structures of the economy and local markets belong to tourist clusters.

According to A. Romanov, the leading, pivotal role in the tourism cluster is played by tourism enterprises (usually powerful tour operators), which export their services outside the region and the country. At the lower level are a variety of travel agencies, as well as numerous enterprises for accommodation, meals, transportation of tourists, the provision of related services and the production of tourist goods. And all of them are united by a common business climate, within which the labor resources necessary for the functioning of the tourist cluster are formed (Romanova, 2018, pp. 269–271).

Interesting for our study is the work of A. Havryliuk (2020). The researcher emphasizes that tourist clusters are characterized by a general model, which should be considered through the prism of three main levels, namely: basic, partnership, accompanying. At the same time, the basic level is focused on determining the dominant idea of the cluster and participants specialization. The partnership level focuses on the interaction of different structures to serve tourists. They usually provide services for traditional or alternative transfer, leisure services, event organization, health, cultural, gastronomic, sports, recreational and other types of tourism. The accompanying level is formed in the tourism cluster to organize interaction between institutions that promote the development of the cluster and promote its services on the market (public authorities, local governments, self-organization, research and educational institutions, information and advertising centres, investment campaigns, etc.).

As world experience shows, most tourism clusters establish and constantly strengthen various connections with other clusters. Their closest ties are with food clusters, media clusters, as well as sewing and automotive clusters. The main system-forming factor in the formation of regional clusters is tourist resources (natural, cultural-historical, sanatorium-resort, etc.), which motivate tourists to travel and are the «core of the cluster».

In the structure of the tourism cluster, it is advisable to identify four main sectors (as shown in table 1)

The level of state participation in the management of the tourism cluster can be of different nature: the determining role of the state, the determining role of private business, equality of the parties. We highlight the main functions of the tourism cluster, that include: socio-economic (which creates a sustainable development of the tourism market and increases the gross regional product through the cooperation of tourism cluster formation, besides, it improves the state of the regional labour market); regional development (it ensures comprehensive development of the regional structure, equalizes social and economic disparities within the country); innovative (it provides the maximum implementation of innovative technologies and products); control (achieved by the system of accounting and control of the resource base of cluster education, which includes financial flows, human capital and tourist attractiveness). In general, the implementation of the cluster approach as a new management technology allows increasing the competitiveness of a particular region and the tourism industry of Ukraine on the whole.

Table 1

The main sectors of the tourism cluster

The name of the sector	Characteristic
<i>Tourism services sector</i>	It unites tour operators and travel agencies, tourist accommodation and health facilities (hotels, motels, campsites, sanatoriums, tourist bases), tourist transportation companies (trucking companies, airlines, railways, etc.), tourist catering establishments (restaurants), cafes, canteens) and tourist leisure facilities (excursion bureaus, museums, theatres, entertainment industry establishments (casinos, water parks, etc.), national nature parks, reserves, sanctuaries, botanical gardens, zoos), which directly produce and sell travel services.
<i>Service sector</i>	It unites banking, credit and insurance institutions, tourist educational institutions, scientific institutions, as well as business centres and leasing companies. The enterprises of the service sector provide various services (financial, educational, intermediary) to the key enterprises of the cluster.
<i>Ancillary sector</i>	Includes a variety of enterprises for the production of souvenirs, camping equipment, area-specific goods; secondly, printing companies, cartographic factories, periodicals, television and radio companies; third, public authorities, regional development agencies, international and state funds and programs.
<i>Sector for ensuring the viability of the tourism cluster</i>	It connects individual sectors and enterprises of the tourism cluster, ensuring the coordination of their activities. But it should be noted that this structure of the tourism cluster is not stable, because the membership can expand. Increasingly, links are being established with other clusters of the economy.

[systematized by the authors on the basis of the analysis of scientific works (Beidyk, 2010; Havryliuk, 2020; Ukrainyskiy fond pidtrymky pidpriemnytstva, n.d.; Liubitseva et al., 2007; Porter, 2020; Posibnyk z klasternoho rozvytku, 2006)]

In the process of developing the market of tourist services, the introduction of the cluster approach makes it possible to increase the efficiency and competitiveness of enterprises in the region by coordinating and combining efforts not only direct producers but also subsidiaries indirectly involved in the production of the final cluster product. That is, the essence of the cluster concept is to ensure production and commercial activities and improve business and personal relations, which should become an organically interconnected and inseparable business cooperation.

The scientific literature outlines such prerequisites for the creation of clusters as the proximity of markets, the provision of specialized labour, the availability of suppliers, means of production and other resources.

In turn, the criteria for selecting a destination for the formation of clusters in its territory include the presence in the region of competitive advantages for cluster development (the presence of competitive resources, which include natural resources, historical values, which can act as natural resources that protected by the state, historical monuments included in the State list of historical and cultural values of tangible and intangible heritage, the availability of qualified tourist staff, favourable geographical location due to the proximity of large cities to large cities, which provides a sufficient number of tourists and creates demand for tourism services); geographical concentration and proximity of all cluster members; the presence of connections and interac-

tions between cluster members; initiative group interested in creating a cluster; joint activities in the field of tourism in the region, which can demonstrate public-private partnership.

In turn, we highlight the basic principles of cluster development, namely: (see Fig. 1)

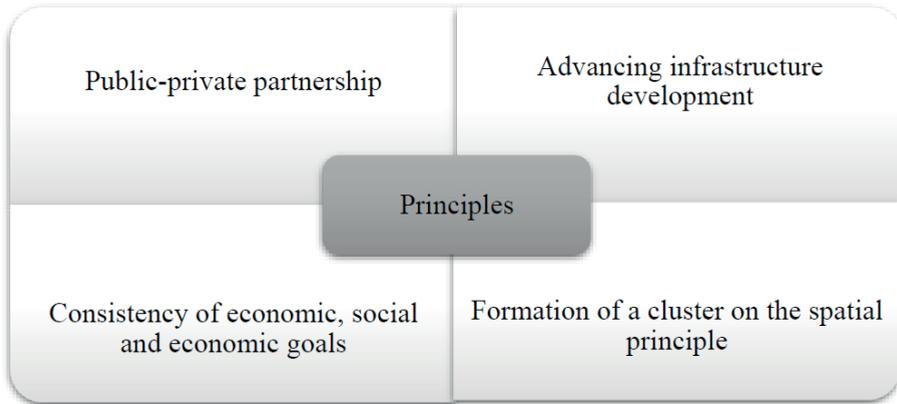


Fig. 1. Principles of development of the tourist cluster

[systematized by the authors on the basis of the analysis of scientific works (Beidyk, 2010; Havryliuk, 2020; Ukrainskyi fond pidtrymky pidpriemnytstva, n.d.; Liubitseva et al., 2007; Porter, 2020; Posibnyk z klaster-noho rozvytku, 2006)]

The implementation of these principles is ensured by legislative and regulatory documents, as well as state policy, strategic decisions.

Examining the issues, we note that the main advantages of the cluster model of tourism business are: reducing the cost of services through the joint use of tourism infrastructure and resources, increasing the range of suppliers, consumers who consume tourism services; use of the effect of scale, where the efficiency of the economy of joint activities of clusters is higher compared to separate activities; accessibility to innovation is achieved through inter-firm flows of information and ideas. All this determines the special importance of the emergence and development of tourist clusters.

It should be noted that tourist clusters are already functioning and developing in the market of tourist services of Ukraine, in particular: Public organization tourist cluster "Kamyanets'kyi dyvokrai" (village Kolybaivka, Kamianets-Podilskyi district, Khmelnytskyi region); tourist cluster "Southern Tourist Ring" (consists of 12 cities of Odesa, Mykolaiv, Kherson regions and the Autonomous Republic of Crimea: Izmail, Balta, Voznesensk, Belgorod-Dniester, the Black Sea, Hola Prystan, Oleshki, Henichesk, Alushta, Yalta, Sudak, Feodosiia); Podillia-Bukovyna tourist cluster (the three main cities of Podillia and Bukovyna are Kamianets-Podilskyi, Chernivtsi and Khotyn); a cluster of eco-agritourism "Oberig" (Hrytsiv village, Shepetivka district, Khmelnytskyi region); tourist and recreational cluster "Gogol's places of Poltava region"; tourist cluster "Slavutych" (Slavutych, Kyiv region), etc.

An important role in the development of the cluster concept of the tourist services market of Ukraine will be assigned to the implementation of the project "Tourist clusters 300+". Also within the framework of the concluded Agreement on interaction and cooperation on social and economic development of small towns of Western Ukraine in the direction of tourism and crafts, creation of a tourist cluster of historical small towns of Western Ukraine is provided. The initiative group includes state administrations of small towns of Western Ukraine (Berezhany, Borshchiv, Buchach, Zbarazh, Zboriv, Kremenets, Koropets, Pochaiv, Pidhaitsi, Zolochiv, Zhovkva, Halych, Kosiv, Rohatyn, Yaremcha, Iziaslav, Khotyn), the Union of Tourism and Crafts Development of Small Towns of Western Ukraine "Golden Opillia", the State Tourist Administration of Ukraine and the Research Triangle Institute. The purpose of the tourism cluster is to develop and implement programs for the development of tourism and crafts in small towns of Western Ukraine, information, organizational and financial support for tourism development in cities, that have chosen tourism as a strategy for their development, ensuring close cooperation of tourism enterprises with banks of Ukraine.

Outline, we note that the modern tourist cluster can solve many important tasks, including the use of existing natural potential rationally; priority development of domestic and inbound tourism in the region; creation and development of a highly efficient and competitive tourist complex in the region; demonstration of the historical, cultural and spiritual heritage of the peoples of Ukraine; formation of the system of state regulation of tourist activity; support for the development of various types of entrepreneurship (medium and small) in the tourism sector; development of a marketing strategy for the promotion of tourist products and the creation of a favourable image of the region as a tourist region.

The core of the tourism cluster may be a large travel company (travel agency) or a community of similar firms, which with the help of vertical (supplier – consumers), as well as horizontal cooperation and other economic ties (common consumption of production and other resources, joint technologies, etc.) interact with other organizations involved in the tourism cluster. It is in the core of the tourism cluster that standards of customer service, production of high-quality travel services are born, issues of unification, creation of a single brand and service, communication strategies of interaction with customers, partners, government organizations, competitors are resolved.

Summarizing the above, it can be argued that to ensure a stable growth rate of tourism should: identify priority types of tourism for the regions; contribute to improving the safety of tourists; develop tourist infrastructure and transport links; simplify formalities; to create and sell tourist products and services that are in demand on the world market; develop and implement new technologies at a rapid pace, using IT technologies.

Thus, the creation and development of tourism clusters will contribute to the provision of comfortable conditions for vacationers, ensuring their safety, finding innovative solutions in the development of tourism, attracting new technologies for the rational use of tourism products. Increased investment and global joint action may in the future expand the range of services in the field of tourism with the promotion of Ukrainian tourism in the international market. This will contribute to the rapid development and increase the competitiveness of the market of tourist services. We are convinced that

further growth of investments and large-scale joint actions will be able to expand the scope of services in the tourism industry of Ukraine, promote the development of tourist infrastructure and help realize today's potential for further growth.

Conclusions

Therefore, having formed a goal and a clear action plan in creating a tourism cluster, you need to consider the appropriate algorithm: signing a Memorandum of Cooperation of cluster members → communication with experts, partners and authorities → inventory of available tourism resources → development of basic proposals for joint tourism products. cooperation with existing tour operators → popularization of the tourist cluster → expansion and development of tourist facilities. Through the prism of communication, unification, strategy development, the creation of effective development projects within the strategy, search for financing, the formation of competitive specialists, cooperation.

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ТУРИСТИЧНИЙ КЛАСТЕР ЯК ІНСТРУМЕНТ РОЗВИТКУ КОНКУРЕНТНОГО РИНКУ ТУРИСТИЧНИХ ПОСЛУГ УКРАЇНИ

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Анотація

У статті проаналізовано теоретичні основи й особливості туристично-рекреаційного районування; розкривається концепція туристичного кластеру; виокремлено методологічний підхід туристично-рекреаційного районування в Україні; представлено метод кластеризації як інструменту розвитку конкурентоспроможності ринку туристичних послуг України; обґрунтовано висновок про те, що туристично-рекреаційне районування України є ефективним мультиплікативним інструментом залучення інвестицій і просування туристичних ресурсів; запропоновано алгоритм створення та розвитку туристичного кластеру на сучасному етапі.

Ключові слова: туристична галузь; кластер; конкурентоспроможність; інновації; туристичні ресурси; туристичні послуги; попит; маркетингові технології; ефективне управління; ринок туристичних послуг

