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NEW APPROACHES TO CLUSTER MANAGEMENT IN TOURISM AND HOTEL-RESTAURANT BUSINESS

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НОВІ ПІДХОДИ ДО УПРАВЛІННЯ КЛАСТЕРОМ В ТУРИЗМІ І ГОТЕЛЬНО-РЕСТОРАННОМУ БІЗНЕСІ

In the context of globalization and increasing competition in the tourism and hotel-restaurant market, businesses need to seek new ways to enhance efficiency and profitability. One promising direction is the creation of thematic clusters. Existing practices show that, on the one hand, this approach allows various business entities to unite their efforts, create a synergistic effect, and enhance the region's competitiveness. On the other hand, it requires a reevaluation of traditional management approaches to different types of associations. The article aims to analyze new approaches to cluster management in tourism and hotel-restaurant business. The research conducted has confirmed that traditional approaches to managing clusters in the tourism and hotel-restaurant sectors have exhausted their potential. The complexity of cluster systems, the diversity of participants, and the dynamic nature of the external environment demand more flexible and adaptive approaches. The analysis of the research results has identified several effective approaches to cluster management. It has been proven that a network-based approach to cluster management, implemented through the coordination of interactions among cluster participants, provides greater flexibility and adaptability to changes. It has been proven that a collaborative management approach is implemented through joint decision-making, knowledge sharing, and resource exchange among cluster participants, allowing for better utilization of the resources and competencies of the members. It has been proven that an adaptive management approach, focused on maintaining readiness for change and flexibility in responding to new challenges and opportunities, enables participants to react quickly to market changes and consumer needs. It has been proven that a data-driven management approach, which supports data analytics for informed decision-making regarding process optimization and product development, allows cluster participants to understand customer needs and market trends better. The prospects for further research lie in the development and refinement of methodological tools for assessing the effectiveness of various approaches to cluster management in tourism and hotel-restaurant business, as well as in identifying new factors that influence the successful development of clusters.

У контексті глобалізації та висхідної конкуренції на туристичному та готельно-ресторанному ринку підприємствам необхідно шукати нові шляхи для підвищення ефективності та прибутковості. Одним з перспективних напрямів є створення тематичних кластерів. Наявна практика свідчить, що, з одного боку, цей підхід дозволяє об'єднати зусилля різних суб'єктів господарювання, створити синергетичний ефект та підвищити конкурентоспроможність регіону, а, з іншого, потребує перегляду традиційних підходів до управління різними типами об'єднань. Відтак, метою статті є аналіз нових підходів до управління кластером у туризмі та готельно-ресторанному бізнесі. Проведене досліджен-

ня підтвердило, що традиційні підходи до управління кластерами в туризмі та готельно-ресторанному бізнесі вичерпали свій потенціал. Комплексність кластерних систем, різноманітність учасників та динамічність зовнішнього середовища вимагають більш гнучких і адаптивних підходів. Аналіз результатів дослідження дозволив виділити цілий ряд ефективних підходів до управління кластерами. Доведено, що підхід, спрямований на мережеве управління кластером, реалізується через координацію взаємодій його учасників і забезпечує більшу гнучкість та адаптивність до змін. Доведено, що підхід, спрямований на колаборативне управління, реалізується через спільне прийняття рішень, обмін знаннями та ресурсами між учасниками кластера та дозволяє краще використовувати ресурси та компетенції учасників. Доведено, що підхід, спрямований на адаптивне управління кластером, а саме підтримку готовності до змін і гнучкість у реагуванні на нові виклики та можливості, дозволяє його учасникам швидко реагувати на зміни ринку та потреби споживачів. Доведено, що підхід, спрямований на управління, орієнтоване на дані, у межах якого підтримується використання аналітики даних для прийняття обґрунтованих рішень з оптимізації процесів та розробки нових продуктів, дозволяє учасникам кластера краще розуміти потреби клієнтів та тенденції ринку. Перспективи подальших досліджень полягають у розробці та вдосконаленні методологічних інструментів для оцінки ефективності різних підходів до управління кластерами в туризмі та готельно-ресторанному бізнесі, а також у виявленні нових факторів, що впливають на успішність розвитку кластерів.

Key words: network management; flexibility and adaptability; collaborative management; adaptive management; data analytics.

Ключові слова: мережеве управління; гнучкість та адаптивність; колаборативне управління; адаптивне управління; аналітика даних.

PROBLEM STATEMENT

In the context of globalization and rising competition in the tourism and hotel-restaurant market, businesses need to seek new ways to enhance efficiency and profitability. One promising direction is the creation of thematic clusters. In particular, such entities are already operating in Ukraine, including the 'Kamianets' cluster in Kamianets-Podilskyi, the 'Kamianetskyi Dykvokray cluster in the village of Kolibaivka in the Kamianets-Podilskyi district, the 'Lviv Tourism Alliance' cluster, the 'Lviv Opillia' cluster, the Podillya-Bukovyna cluster, the 'Dniester Canyon' cluster in Ternopil region, the 'Picturesque Berezhan Region' cluster, the 'Gogol's Places in Poltava Region' cluster, and others. On one hand, this approach allows for consolidation efforts among various business entities, creating a synergistic effect and enhancing the region's competitiveness. On the other hand, it requires a reassessment of traditional approaches to managing different types of associations. In particular, this need arises from the fact that functioning within a cluster requires a management system that balances various goals and interests of its participants, establishes effective mechanisms for adapting to the dynamic environment, and integrates different types of activities. It would not be an exaggeration to state that for the successful functioning of a cluster in tourism and hotel-restaurant business, it is essential to ensure coordinated efforts among all participants to create a unified tourism product.

THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

In economic science, the cluster approach to optimizing the structure of economic systems at various levels is gaining increasing popularity, based on M. Porter's concept. Proponents of the cluster approach in tourism and hotel-restaurant business (Holod A.P., Izhevskaya O.P., Korkuna O.I., Maslyhan O.O., Tod'yeyirishko E.V., Kuznetsova O.V.) have repeatedly emphasized the ineffectiveness of traditional management approaches in tourism and the hotel-restaurant business. In particular, researchers emphasize that under classical approaches, it is difficult for cluster participants to overcome the limitations of isolated enterprises, stimulate innovation, and enhance competitiveness. At the same time, a problem in contemporary theory is the insufficient research on modern approaches to managing entities that unite for cluster development.

PURPOSE OF THE ARTICLE

The article aims to analyze new approaches to cluster management in tourism and hotel-restaurant business.

THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

Within the framework of the study, the authors highlight that contemporary cluster management theory requires further development. In particular, classical approaches to cluster management in tourism and hotel-restaurant business are ineffective due to

several factors (including the complexity of the cluster system, differentiation of participants, and the changing external environment [6]). Thus, a cluster is the sum of individual business entities characterized by their significant diversity (ranging from large hotels to local souvenir producers) — which results in the need for individualized approaches to cluster management. It is most evident in the example of the 'Dniester Canyon' cluster in the Ternopil region, where each participant has different goals. For instance, local government authorities focus on infrastructure development, increasing tax revenues, and creating jobs. Tourism firms aim to attract tourists and develop tourist routes. Owners of eco-houses focus on providing comfortable accommodation for tourists and developing additional services. Furthermore, each business entity has different resources and varying levels of digital literacy.

Each cluster is an open system that responds to changes in the tourism and hotel-restaurant market—resulting in the need for responsiveness in cluster management processes (constantly changing under the influence of technologies, trends, economic cycles, etc. [5]). Considering the diversity of participants and responsiveness to changes, a flexible management system is needed to coordinate their activities, which will allow each participant to realize their potential and contribute to the overall development of the cluster.

An analysis of the scientific literature reveals that the following approaches to managing tourism and hotel-restaurant business clusters have developed:

1. The network management approach, within which the cluster is viewed as a network of interconnected enterprises, is managed through the coordination of interactions rather than strict centralization.
2. The collaborative management approach, within which joint decision-making, knowledge sharing, and resource exchange among cluster participants are supported.
3. The adaptive management approach, promotes readiness for change and flexibility in responding to new challenges and opportunities.
4. The data-driven management approach, within which the use of data analytics is supported for making informed decisions to optimize processes and develop new products.

Thus, the network management approach to cluster management in tourism and hotel-restaurant business allows for the consideration of

Table 1. Characteristics of network management tools for clusters in tourism and hotel-restaurant business

List of management tools	Direction of action of management tools	Example of the application of network management
Collaboration platforms	Functions as an online platform where participants can exchange information, coordinate actions, and collaboratively develop projects.	Development of a website or mobile app where tourists can find information about all the cluster's attractions and services, book accommodations, and plan their routes. *
Joint marketing campaigns	Acts as a consolidation of efforts to promote the cluster's tourism and hotel-restaurant product.	Conducting joint advertising campaigns at national and international levels to attract tourists. **
Creation of contact networks	Serves as a platform for establishing new partnerships among cluster participants.	Creating various tourist and gastronomic routes that include visits to different cluster attractions. ****
Development of common quality standards	Contributes to ensuring a high level of services for tourists.	Developing unified service standards, a certification system, and establishing a quality control system ***
Conducting joint research	Functions as a platform for studying tourist needs and developing new tourism products	Conducting marketing research, sociological surveys, and analyzing the competitive environment.

Note

* The 'Dniester Canyon' cluster portal provides comprehensive information about the canyon's tourist attractions, routes, accommodations, dining options, and recreational activities. This allows tourists to easily plan their trips in one location while also giving local entrepreneurs an additional way to attract customers..

** For instance, the establishment of a unified brand 'Dniester Canyon' and the execution of collaborative advertising campaigns across various markets (Ukraine, Europe).

*** For example, the development of thematic routes that combine visits to natural landmarks, cultural sites, and local cuisine tasting.

**** For example, the gathering of eco-house owners for experience sharing, joint purchasing, and service standard development

Source: formulated by the author based on [2—3; 5].

the diversity of participants, and individual goals, and ensures flexible adaptation to changes in the external environment. For example, the network approach in the 'Dniester Canyon' cluster effectively brings together various participants—from the national park to local entrepreneurs—for the joint development of tourism in the region.

The tools of network management include collaboration platforms, joint marketing campaigns, the creation of contact networks, the development of common quality standards, and the conduct of joint research (see Table 1).

The analysis of the outlined tools allows us to conclude that network management is a promising approach for the development of clusters in tourism and hotel-restaurant business, as it provides participants with greater flexibility and adaptability to changes.

The collaborative management approach involves all cluster participants—from small

Table 2. Characteristics of collaborative management tools for clusters in tourism and hotel-restaurant business

List of management tools	Direction of action of management tools	Example of the application of network management
Communication and information exchange platforms	Ensuring effective communication among cluster participants, exchanging experiences, ideas, and news.	Creation of an online platform for sharing information about tourist routes, seasonality, marketing campaigns, and new trends in the industry. *
Working groups and committees	Solving specific tasks, developing joint projects, and making decisions.	Creation of a working group for developing tourism products, a marketing committee for promoting the region, and a service quality committee. **
Joint projects	Implementation of joint initiatives aimed at developing tourism in the region.	Development of joint tourist routes, creation of shared websites, conducting joint marketing campaigns, and organizing joint events (festivals, exhibitions). ***
Knowledge management systems	Collection, processing, and dissemination of knowledge about the market, customers, and technologies	Creation of a database containing information about tourist resources, hotels, restaurants, and customer reviews. Development of a market monitoring system and competitor analysis. ****
Joint funding mechanisms	Attracting investments for the implementation of joint projects.	Creation of a joint investment fund for financing the development of tourism infrastructure and attracting grants for the implementation of innovative projects. *****

Note

*Participants of the 'Picturesque Berezhany Region' cluster use such a platform to exchange information about seasonality, conduct joint promotions (discounts for hotel guests when visiting restaurants), and organize joint training for staff.

** Working groups and committees of the 'Picturesque Berezhany Region' cluster have been established to develop service quality standards, create joint loyalty programs for customers, and address tourist safety issues.

*** Joint projects of the 'Picturesque Berezhany Region' cluster include organizing events such as the Berezhany Castle Festival, the Ukrainian Alternative Music Festival 'Rurysko,' the Lemko Culture Festival 'Dzwony Lemkivshchyny,' and the Historical and Ethnographic Festival 'Opillia.

**** The knowledge management systems of the 'Picturesque Berezhany Region' cluster are aimed at collecting data on customer satisfaction, analyzing trends in tourism, and developing new tourism products based on the obtained data

***** The joint funding mechanisms of the 'Picturesque Berezhany Region' cluster are used to finance joint marketing campaigns, develop tourism infrastructure, and conduct research

Source: formulated by the author based on [1; 3].

enterprises to large corporations-discussing and making decisions together that impact the development of the cluster [1]. It allows for the consideration of diverse interests and the creation of a more balanced strategy. An example of this is the corporate governance approach that enables the 'Picturesque Berezhany Region' cluster to function, where all green tourism estates (specifically, 'Kuryanivska' (village of Kuryany), 'Rest on Zalissya' (town of Berezhany), 'U Malvakh' (village of Zhukiv), and 'Medvid' (village of Shybaly) develop independently. Each estate has its unique offerings, but the lack of coordination leads to service duplication, insufficient promotion of the region, and minimizes the loss of potential tourists.

The tools for such management include platforms for communication and information exchange, working groups and committees, joint projects, knowledge management systems, and mechanisms for joint funding (see Table 2).

Analyzing the discussed tools reveals that collaborative management is a promising strategy for developing clusters in the tourism, hospitality, and restaurant sectors. The joint efforts of participants lead to more effective utilization of resources and competencies.

The approach aimed at adaptive management involves a process in which cluster participants continuously analyze their environment, identify changes within it, and adapt to those changes. For example, adaptive management is practiced in the areas of the Bibrka, Davydiv, Rozvadiv, and Trostyanets united territorial communities (the tourism cluster 'Lviv Opillia'). Within this management approach, not only is there a reaction to changes, but also proactive activities aimed at anticipating and managing future events. The tools of such management include creating a culture of innovation and experimentation, developing a data collection and analysis system, establishing early warning systems, and leadership in adaptive management (see Table 3).

The analysis of the outlined tools indicates that adaptive management is a promising approach for

the development of clusters in tourism and hotel-restaurant business, as it enables participants to respond quickly to market changes and consumer needs.

The data-driven management approach involves systematic collection, analysis, and utilization of data to make informed decisions, optimize processes, and develop new products. For example, the adaptive management practiced by the "Gogol's Places of Poltava" regional excursion cluster indicates that its participants-including the National Museum-Reserve of M.V. Gogol, the regional union of local historians, local government bodies, hotels, food establishments, crafts trade shops, and museums-are currently utilizing data as a strategic resource for decision-making,

Table 3. Characteristics of the tools for adaptive management of a cluster in tourism and hotel-restaurant business

List of management tools	Direction of action of management tools	Example of the application of network management
Creating a culture of innovation and experimentation	Stimulating creativity, searching for new ideas, and their implementation	Organizing hackathons to develop new tourism and hotel-restaurant products, holding competitions for the best tourist route, and supporting local producers in creating unique souvenirs.*
Data collection and analysis systems	Gathering information about the market, customers, competitors, and internal processes for making informed decisions.	Implementing an online booking system to collect data on tourists' preferences, conducting surveys among visitors, and analyzing feedback on social media.**
Early warning systems	Identifying potential threats and opportunities at early stages.	Monitoring legislative changes, analyzing trends in the tourism market, and tracking competitors' activities.***
Leadership in adaptive management	Building a team capable of change, delegating authority, and creating an atmosphere of trust and collaboration.	Appointing a cluster leader responsible for coordinating participants' actions, holding regular meetings to discuss current issues, and encouraging initiatives.****

Note

* The culture of innovation in the "Lviv Opillia" cluster is supported through an annual festival of innovative tourism and hotel-restaurant projects and a startup fund in the tourism sector, which collaborates with local universities and research institutions.

** The development of a data collection and analysis system in the "Lviv Opillia" cluster is implemented through the use of geographic information systems (GIS) to analyze tourist flows and the creation of a customer loyalty program, which enables the collection of data on their preferences.

*** The creation of early warning systems in the "Lviv Opillia" cluster is focused on a social media monitoring system to identify crisis situations and the development of scenarios for managing various crises.

**** An independent expert has been chosen as the leader of the "Lviv Opillia" cluster. The leader possesses a high level of competence, is capable of motivating other cluster participants, and can make important decisions.

Source: formulated by the author based on [2–3; 5].

process optimization, and product development. The tools of such management include creating a data culture, investing in data infrastructure, training personnel, defining key performance indicators, and collaborating with analysts (see Table 4).

The analysis of the outlined tools indicates that data-driven management is a promising approach for tourism and hotel-restaurant business cluster development, as it enables participants to better understand customer needs and market trends [3–4].

Effective cluster management in the tourism and hotel-restaurant industry necessitates a blend of the aforementioned approaches. It should be focused on creating a favorable environment for innovation, collaboration, and development.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

The conducted research confirmed that traditional approaches to cluster management in tourism and hotel-restaurant business have exhausted their potential. The complexity of cluster systems, the diversity of participants, and the dynamism of the external environment require more flexible and adaptive approaches. The analysis of the research results allowed for the identification of the following effective approaches to cluster management:

1. A network management approach, in which the cluster is viewed as a network of interconnected enterprises, managed through the coordination of interactions rather than rigid centralization. This approach provides greater flexibility and adaptability to changes.

2. The collaborative management approach fosters joint decision-making, knowledge sharing, and resource exchange among cluster participants. This approach allows for better utilization of resources and competencies of the participants.

3. The adaptive management approach promotes readiness for change, and flexibility in responding to new challenges and opportunities. This approach enables cluster participants to quickly respond to market changes and consumer needs.

4. The data-driven management approach supports the use of data analytics for making informed decisions regarding process optimization and product development. This approach enables cluster participants to understand customer needs and market trends better.

The prospects for further research lie in the development and enhancement of methodological tools for assessing the effectiveness of various approaches to cluster management in tourism and hotel-restaurant business, as well as in identifying new factors that influence the successful development of clusters.

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Table 4. Characteristics of data-driven management tools for clusters in tourism and hotel-restaurant business

List of management tools	Direction of action of management tools	Example of the application of network management
Data culture	Creating an environment where data is a valuable resource, and its collection, analysis, and utilization are a priority.	Conducting training sessions for staff in cluster establishments to raise awareness about the importance of data and its utilization in their work, or creating an internal reward system for the best ideas on data usage.*
Investment in data infrastructure	Establishing a technical foundation for data collection, storage, and analysis.	Developing a unified platform for collecting data on tourist site visits, hotel and restaurant occupancy, souvenir sales, etc. Implementing a CRM system for managing customer relationships**
Staff training	Providing employees with the necessary knowledge and skills to work with data.	Organizing courses on the fundamentals of statistical analysis, using software for data visualization (e.g., Power BI, Tableau), and other analytical tools ***
Key performance indicators	Defining key metrics to evaluate the success of the cluster's activities.	Defining KPIs such as the number of tourists, average length of stay, average expenditure, tourist satisfaction level, and revenue growth of establishments. ****
Collaboration with analysts	Engaging external experts to conduct complex analytical research..	Engaging analysts to develop forecasts for tourism growth in the region, analyze seasonality, and identify target audiences. *****

Note

* The data culture of the "Gogol's Places of Poltava" cluster is supported through an internal competition for the best idea for utilizing data to improve tourist services, along with the development of a bonus system for employees who actively use data in their work.

** The data infrastructure in the "Gogol's Places of Poltava" cluster includes both physical infrastructure (servers, software) and organizational aspects (establishing an analytics department and appointing a data management officer).

*** Taff training in the "Gogol's Places of Poltava" cluster is organized through webinars, workshops, consultations with external experts, and training sessions.

**** Key performance indicators in the "Gogol's Places of Poltava" cluster include the occupancy rate of hotels during different seasons, the number of repeat visits, and the percentage of tourists who visited routes associated with the name of M.V. Gogol.

***** Collaboration with analysts in the "Gogol's Places of Poltava" cluster focuses on independent analysts who assist in developing the cluster's growth strategy, customer segmentation, and optimizing marketing campaigns.

Source: formulated by the author based on [3—4; 6].

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