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T. Ilto,

PhD in Economics, Senior Lecturer of the Department of Management, Management of Economic Processes and Tourism, Mukachevo State University
ORCID ID: <https://orcid.org/0000-0002-8639-0550>

T. Zubekhina,

PhD of Pedagogical Sciences, Associate Professor,
Lutsk National Technical University, Ukraine
ORCID ID: <https://orcid.org/0000-0001-9929-4405>

M. Hrabar,

PhD in Economics, Associate Professor of the Department of Tourism, Uzhhorod National University
ORCID ID: <https://orcid.org/0000-0002-2753-4462>

DEVELOPMENT OF MANAGEMENT SYSTEMS FOR CYBERSPORTS AND TOURISM CLUBS: CONCEPTS OF INTEGRATION AND DIVERSIFICATION OF SERVICES

T. I. Ільтьо,

доктор філософії, старший викладач кафедри менеджменту, управління економічними процесами та туризму,
Мукачівський державний університет

T. B. Зубехіна,

к. пед. наук, доцент,
Луцький національний технічний університет

М. В. Грабар,

к. е. н., доцент, доцент кафедри туризму,
ДВНЗ "Ужгородський національний університет"

РОЗВИТОК СИСТЕМ УПРАВЛІННЯ ФУНКЦІОНУВАННЯМ КІБЕРСПОРТИВНИХ ТА ТУРИСТИЧНИХ КЛУБІВ: КОНЦЕПЦІЇ ІНТЕГРАЦІЇ ТА ДИВЕРСИФІКАЦІЇ ПОСЛУГ

Currently, many esports and tourism businesses are developing and successfully operating within flexible club systems, which we interpret as an organized structure that unites people around common interests, values, or goals. The flexibility of management systems in esports and tourism clubs lies not so much in the physical space or virtual community, but in the ability to quickly adapt to changes by adjusting internal processes. This adaptability allows clubs to successfully implement innovative management concepts based on the integration and diversification of services. Therefore, the article aims to explore the features of the development of management systems for the operation of esports and tourism clubs through the lens of service integration and diversification concepts. The study concludes that this involves the creation of hybrid products, the expansion of offerings, active collaboration with partners, and the personalization of customer experiences. It has been proven that this approach will not only increase revenues but also strengthen the market positions of esports and tourism clubs, taking into account the advantages of fundamental concepts that ensure the development of management systems for the operation of these clubs. It has been proven that the hybridization of services allows for reaching a broader audience, enhancing customer loyalty through unique experiences, and creating a strong brand. It has been proven that expanding the range of services increases the value of the offering for customers, boosts revenues through additional sales, and creates a unique market proposition. It has been proven that partnerships with other companies provide access to new resources, expand the audience, and strengthen the brand. Joint projects with hotels, airlines, and gaming equipment manufacturers create synergy and new opportunities for growth. It has been proven that service personalization through technology enhances customer satisfaction, increases loyalty, and optimizes marketing costs. A personalized approach to each customer contributes to an increase in the average check. It has been observed that combining all four concepts (service hybridization, expanding the range of services, partnerships with other companies, and service personalization through technology) provides the maximum effect in managing the operation of esports and tourism clubs.

Наразі значна кількість кіберспортивних та туристичних бізнесів розвиваються та успішно функціонують у межах гнучких клубних систем, інтерпретованих нами як організована структура, яка об'єднує людей навколо спільних інтересів, цінностей або цілей. Гнучкість систем управління кіберспортивних та туристичних клубів визначається не стільки фізичним простором або віртуальною спільнотою, скільки здатністю миттєво реагувати на зміни, оперативно коригуючи внутрішні процеси. Ця адаптивність дозволяє клубам успішно втілювати інноваційні концепції управління, які базуються на інтеграції та диверсифікації послуг. Метою статті є дослідження особливостей розвитку систем управління функціонуванням кіберспортивних та туристичних клубів через призму концепцій інтеграції та диверсифікації. У межах дослідження констатовано, що це передбачає створення гібридних продуктів або розширення спектра пропозицій, активну співпрацю з партнерами та персоналізацію досвіду клієнтів. Констатовано, що такий підхід дозволить не тільки збільшити доходи, але й зміцнити позиції кіберспортивних та туристичних клубів на ринку враховуючи переваги базових концепцій, що забезпечують розвиток систем управління їх функціонуванням. Доведено, що гібридизація послуг дозволяє охопити ширшу аудиторію, підвищити лояльність (клієнтів завдяки унікальному досвіду) та створити сильний бренд. Розширення спектра послуг підвищує цінність пропозиції для клієнтів, збільшує доходи (шляхом додаткових продажів) та створює унікальну пропозицію на ринку. Доведено, що партнерство з іншими компаніями відкриває доступ до нових ресурсів, розширює аудиторію та посилює бренд. Спільні проєкти з готелями, авіакомпаніями та виробниками ігрової техніки створюють синергію та нові можливості для розвитку. Доведено, що персоналізація послуг за допомогою технологій дозволяє підвищити задоволеність клієнтів, збільшити лояльність та оптимізувати маркетингові витрати. Індивідуальний підхід до кожного клієнта сприяє зростанню середнього чека. Констатовано, що поєднання всіх

4-ох концепцій (гібридизації послуг, розширення спектра послуг, партнерства з іншими компаніями, персоналізації послуг за допомогою технологій) забезпечує максимальний ефект в управлінні функціонуванням кіберспортивних та туристичних клубів .

Keywords: *synergy; esports club; tourism club; club systems; management; joint activities; tourism.*

Ключові слова: *синергія; кіберспортивний клуб; туристичний клуб; клубні системи; управління; спільна діяльність; туризм.*

Problem statement. Currently, many esports and tourism businesses are developing and successfully operating within flexible club systems, which we interpret as an organized structure that unites people around common interests, values, or goals. The flexibility of management systems in esports and tourism clubs lies not so much in the physical space or virtual community but in their ability to quickly adapt to changes by adjusting internal processes. This adaptability allows clubs to successfully implement innovative management concepts based on the integration and diversification of services. This is possible due to the extensive capabilities of management systems in esports and tourism clubs to create unique offerings or innovations and expand the scope of their activities.

The analysis of recent researches and publications. Despite numerous studies dedicated to the development of esports and tourism clubs, including the work of R.H. Shcherbina, V.O. Kovalov, I.O. Lazneva, and D.I. Tsaranenko, who have conducted a comprehensive analysis of the quantitative indicators of such clubs' activities, there is still a lack of a comprehensive study on the features of management systems for these clubs. Most existing studies have provided a partial assessment of trends and economic aspects of club operations, while the conceptual specifics of management systems for their functioning remain insufficiently explored.

We emphasize the importance of studying the management system for the operation of esports and tourism clubs as a complex of interconnected elements and

processes aimed at the effective organization and development of joint esports-tourism club systems.

Goal setting (formulation of goals of the article). The aim of the article is to explore the features of developing management systems for the operation of esports and tourism clubs through the lens of service integration and diversification concepts.

The paper main body with full reasoning of academic results. The management systems for the operation of esports and tourism clubs are complex and multifaceted [6]. Their effectiveness directly impacts the success of each club. To achieve high results, it is essential to strive for the integration of clubs within club systems and diversification of services in esports and tourism clubs. These processes are defined by most researchers as key factors for the successful operation of esports and tourism clubs, due to their focus on adjusting ownership processes and activities from the moment of creation and throughout their entire existence through [4-5]:

1. Service hybridization is characterized by the combination of esports competitions with tourism trips, organizing esports camps in exotic locations, and similar initiatives.
2. Expanding the range of services involves providing additional services such as souvenir sales, organizing workshops, renting gaming peripherals, and more.
3. Partnerships with other companies, specifically collaborating with hotels, airlines, and gaming equipment manufacturers to create joint offerings.
4. Personalization of services through technology to create individualized loyalty programs, tailor tourism itineraries, and develop training plans.

Club systems are "organisms" that live and evolve according to existing focuses, shaped by needs, goals, and objectives. Each of these focuses can be examined from a conceptual perspective (i.e., as a distinct concept [3]). This within the scope of the study means a deeper understanding and theoretical justification of the processes occurring in esports and tourism clubs during the integration and diversification of services.

In practice, this goes beyond simply describing what happens and allows for: identifying patterns, forecasting trends, and developing management strategies for operations according to the specifics outlined in Table 1.

Table 1 - Features of examining the fundamental aspects of managing the operation of esports and tourism clubs from a conceptual perspective

Areas of consideration	Characteristics	Outcome of fundamental aspects of management	Example of managing operations from a conceptual perspective
Identification of patterns	Identification of recurring patterns	Helps identify patterns in customer behavior, market trends, and the effectiveness of various strategies.	By analyzing data on player behavior in esports clubs, we can identify that players who participate in team training achieve better results in competitions. This pattern may prompt the club to expand its team training program.
	Determination of causal relationships	Developing an understanding of how certain factors influence others allows us to better predict future events.	
	Identification of key drivers	Identifying the factors that have the greatest impact on business success allows us to focus efforts on the most important aspects.	
Forecasting trends	Identification of market trends	Identifying new market trends, such as the growing popularity of mobile games or interest in virtual reality.	By analyzing the growing popularity of esports in different countries, we can predict that the demand for esports tours will increase. This will enable the club to develop appropriate tourism products.
	Forecasting future changes	Using historical data and trend analysis to forecast future changes in consumer behavior, technologies, and the competitive environment.	
	Future scenarios	Developing various future scenarios to prepare for different possible outcomes.	
Development of management strategies for operations	Creating effective strategies	Using acquired knowledge to develop strategies that will enable the club to achieve its goals	By discovering that most of the club's clients prefer online training, the club can develop a dedicated platform for conducting online sessions and expand its range of online services
	Optimizing operational processes	Identifying inefficient processes and developing measures to improve them	
	Making informed decisions	Using analytical data to make decisions about investments, marketing, product development, and more.	

Source: formulated by the author based on [1; 4-5]

By gaining a deep understanding of the processes involved, clubs can make more informed decisions, develop innovative products, and achieve sustainable growth [4; 6].

Indeed, the concept of service hybridization not only addresses the needs of modern consumers seeking new experiences but also creates new market niches for esports and tourism clubs (taking into account existing opportunities in logistics, marketing, and partnership development). For example, organizing an esports tournament aboard a cruise ship traveling through the Caribbean, or hosting an esports camp in Iceland where participants can play games and enjoy the unique natural landscapes— these are just a few examples of how esports and tourism services can be hybridized. Thus, the benefits of the service hybridization concept include:

1. Expanding the target audience by attracting both esports enthusiasts and tourists seeking new experiences.
2. Increasing customer loyalty through the unique experiences participants gain from such events.
3. Creating a strong brand by positioning club systems as innovative leaders in the market.
4. Increasing revenue by selling service packages that include both esports and tourism components.

The concept of expanding the range of services for esports and tourism clubs involves a comprehensive approach to meeting client needs and creating additional revenue streams [3-4]. For example, an esports club that not only organizes competitions but also offers its members integrated services combining esports and tourism.

For instance, the club could organize a camp in Bali where participants can train for games and engage in surfing, yoga, and other forms of active leisure.

The club could collaborate with tour operators to offer its members special deals on trips to popular gaming destinations (e.g., Tokyo, Seoul).

The club could also organize trips to major esports tournaments, providing members with tickets, accommodation, and transfers.

Thus, the benefits of the concept of expanding the range of services for esports and tourism clubs include [4-5]:

1. Increasing value for clients as club members gain the opportunity to play games and relax, develop, and connect with like-minded individuals.
2. Boosting revenue through additional income from the sale of travel packages, merchandise, and other services.
3. Enhancing customer loyalty, as diverse offerings make clients more loyal to the club.
4. Creating a unique proposition, as each club or club system can stand out among competitors through its comprehensive approach.

The partnership concept between esports and tourism clubs with other companies involves pooling resources and achieving a synergistic effect by offering clients comprehensive solutions.

Possible formations of different types of partnerships (see Table 2) include:

- partnerships with hotels and airlines;
- partnerships with gaming hardware manufacturers;
- partnerships with clothing and accessory brands;
- partnerships with other clubs and organizations [2].

The key aspects of each type of partnership are shared goals, trust, mutually beneficial terms, and effective communication.

The benefits of the partnership concept between esports and tourism clubs and other companies include:

1. Increasing revenue through the sale of package deals, merchandise, and event tickets.
2. Strengthening the brand by creating a positive image for the club and its partners.
3. Gaining access to new technologies and resources, as partners may provide the club with access to new developments, tools, and expertise.

The personalizing services concept in esports and tourism clubs aims to enhance customer satisfaction and increase loyalty.

Table 2 - Main types of partnerships between esports and tourism clubs and other companies

Types of partnerships	Areas of partnerships	Features of partnership implementation
Partnerships with hotels and airlines	Creation of package tours	Combination of esports competitions, training, or leisure with hotel accommodation and flights
	Special offers for club members	Discounts on accommodation, transfers, and tours
	Joint marketing campaigns	Conducting giveaways and promotions to attract new customers
Partnerships with gaming hardware manufacturers	Conducting test drives of new equipment	Engaging influencers for reviews
	Joint tournaments and competitions	Using the latest equipment
	Development of limited edition products	Creating exclusive products for club members
Partnerships with clothing and accessory brands	Creation of merchandise collections	Developing a joint line of clothing and accessories
	Organization of fashion shows	Showcasing new collections at club events.
	Joint advertising campaigns	Displaying partner logos on athletes' clothing and on social media
Partnerships with other clubs and organizations	Joint tournaments and leagues	Expanding the geography and scale of competitions
	Experience exchange	Joint training programs for coaches and athletes
	Formation of alliances	Combining efforts to achieve common goals

Source: formulated by the author based on [2; 4; 7]

The most common examples of service personalization include developing individual training programs, selecting personalized travel itineraries, creating tailored recommendations, and designing customized loyalty programs (see Table 3).

The benefits of the service personalization concept for esports and tourism clubs include [3-5; 7]:

1. Enhanced customer satisfaction due to the individualized approach, where each client feels that their needs and desires are considered, increasing loyalty and the likelihood of repeat engagements.

2. Increased loyalty through personalization, which helps build long-term relationships with clients.
3. Optimization of marketing expenses through personalized offers, as they are more effective.
4. Increased average transaction value through individual offers that encourage customers to make additional purchases.

Table 3 - Main types of service personalization for esports and tourism clubs

Types of service personalization	Features of service personalization
Development of personalized training programs	Development of personalized training programs
Selection of personalized travel itineraries	Considering the client's interests, budget, and the time they can dedicate to the trip
Creation of personalized recommendations	Based on the customer's purchase history and behavior on the website, relevant products and services are offered to them
Design of customized loyalty programs	Each customer receives bonuses and discounts that correspond to their level of activity

Source: formulated by the author based on [1; 3-5]

It has been established that combining all four concepts (service hybridization, expanding the range of services, partnering with other companies, and personalizing services through technology) ensures the maximum effect in managing the operation of esports and tourism clubs.

Conclusions from this study and prospects for further exploration in this direction. For the successful development of esports and tourism clubs, integration and diversification of services are key. This involves creating hybrid products, expanding the range of offerings, actively collaborating with partners, and personalizing the customer experience.

The study demonstrates that this approach will not only increase revenues but also strengthen the market position of esports and tourism clubs, taking into account the advantages of the foundational concepts that support the development of management systems for the operation of esports and tourism clubs. So, the following conclusions have been made:

1. It has been proven that service hybridization allows for reaching a broader audience, increasing customer loyalty through a unique experience, and creating a strong brand. The combination of esports and tourism creates synergy that enhances profitability.
2. It has been proven that expanding the range of services enhances the value of the offering for clients, increases revenues through additional sales, and creates a unique proposition in the market.
3. It has been proven that partnering with other companies provides access to new resources, broadens the audience, and strengthens the brand. Joint projects with hotels, airlines, and gaming equipment manufacturers create synergy and new opportunities for development.
4. It has been proven that personalizing services through technology enhances customer satisfaction, increases loyalty, and optimizes marketing expenses. A personalized approach to each client contributes to an increase in the average check.

It has been noted that the prospects for further research lie in developing a model that combines all four concepts to ensure the maximum effect in managing the operation of esports and tourism clubs.

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