



Assessment of Mechanisms of Formation of Tourist Clusters in the Management of Tourism-Recreation Activities

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Abstract: The article examines the effectiveness of the assessment of the mechanisms of tourist clusters formation in the management of touristic-recreational activity. In the course of the research, a methodology for using the classification of cluster types by main elements, the structural model of a touristic-recreational cluster, the vertical management structure of a tourist-recreational cluster and the horizontal management structure of a touristic-recreational cluster was developed and put into practice.

Keywords: tourism, touristic-recreational activity, types of clusters, structural model of a touristic-recreational cluster, vertical management structure of a touristic-recreational cluster, horizontal management structure of a touristic-recreational cluster.

In the economy of the world countries, in recent years, studies in the direction of development of the activities of socio-economic systems based on a cluster approach show that integrative systems of sectors and industries in the economic system, that is, systems that combine different areas of activity in the direction of one goal, are effective compared to individual enterprises or industries. We can see that the occurring structural changes reflect particular cases of global trends in the cluster approach of organization and management of activities occurring in almost all sectors of the national economy of our country in recent years. It should be noted that in the researches of Uzbek scientists, the formation of tourism-recreation service clusters is considered as one of the directions of effective organization of tourism-recreation activities in the regions of our country.

In research on the organization of tourism-recreational clusters and management of their activities, first of all, it is appropriate to study the essence of the term "cluster" in depth. In some studies in the direction of development of the activities of socio-economic systems based on the cluster approach, the term "cluster" has been given different definitions, and the extensive experience of cluster-based development in different countries has been analyzed. In the studies of M. Porter, who is considered the founder of the theory based on the cluster approach, the essence of the cluster is defined as: "...a cluster is a geographically close group of companies and institutions related to their main activities that are related to each other by common and external relations in a certain field" [1].

The cluster approach, which is being developed in the conditions of modern changes, is the basis for the organization of new forms of knowledge collection, directly stimulating new scientific and technical directions and their commercialization, and indirectly develops the field of education and science, as well as venture business.

The theoretical study of existing researches made it possible to distinguish more than 10 of its following signs based on the analysis of various manifestations of clusters: activity results, type of manufactured products, accumulation of knowledge in companies consisting of small enterprises,

differences in the structure of relations within the cluster, behavior in the market, production scale, the degree of dependence of enterprises on the cluster, the degree of centralization of production, the basis of the formation of the cluster, etc.

Ижтимоий-иқтисодий тизимларда мавжуд ва фаолият кўрсатаётган кластерлар ўзининг асосий элементлари нуқтаи назаридан ҳам алоҳида таснифланиши мақсадга мувофиқ.

Table 1. Classification of cluster types by main elements[2]

Cluster type	Basic elements of a cluster
Discrete cluster	Small and medium enterprises
Tourist cluster	Various network enterprises
Logistics and transport clusters	Storage, cargo delivery, infrastructure development
Innovation cluster	New sectors, new enterprises and products (services).
Process (process) clusters	Enterprises of process (process) networks
Horizontal or vertical clusters	Interindustry integration based on the use of common technologies and cluster core
Artificial clusters	It is organized by the order of the government, regional state administration.
Natural (spontaneous) clusters	Depending on the conditions, it is formed as a result of combining the capabilities of one or more network enterprises for the purpose of creating one product or service.
Regional or network clusters	Formed within a separate network or region.
Emerging, developing, obsolete and hakazo clusters	Depends on the stage of the cluster's life cycle.
Local, territorial (regional), national and transnational clusters	It is formed depending on the scale of the cluster.
Managed by business systems, managed by state authorities, etc	Formed by management level.

Clusters formed in the field of tourism, the business organization of enterprises created around tourist service enterprises, which are considered as its core, create activities related to the creation of tourist products, these enterprises purchase services consisting of accommodation and food, transfer, trade, entertainment and other services.

A tourism cluster can be organized at the local (city) level, as well as at the regional level. According to many researchers, including ours, the cluster approach to tourism contributes significantly to the economic growth of the region. Today, economic models in the field of tourism in various countries are mainly developed to increase the proportion of clusters. At the same time, it ensures the development of adjacent, complementary service areas together with the system of providing direct tourist services.

Tourist-recreational clusters operate as a locomotive of economic growth in many countries of the world and as an effective means of relations between the participants of regional innovative systems [3].

It can be seen that the foreign experience in the organization of tourist-recreational clusters and their activities is built on the following basic principles:

- ✓ territorial concentration of enterprises;
- ✓ deep technological cooperation of cluster participants based on the chain of added value creation;
- ✓ the balance of cooperation and competition;
- ✓ activity based on innovation;
- ✓ implementation of the public-private partnership mechanism.

In world practice, the system of accumulation of value in the tourism-recreation cluster consists of the following types of chains[4]:

1. The chain of creation of value added by suppliers.
2. The chain of creation of added value in the channels of accommodation, entertainment service enterprises and sales of tourism-recreational products.
3. Chain of creation of added value in the process of consumption by recreationists (buyers of food products).

According to the World Tourism Organization (WTO), 10 to 20 chain systems operate during a 7-day visit of recreationists in a specific tourist-recreational complex. In these chain-linked systems, around 30-50 enterprises (excursion bureaus, specialized shops, tourist information enterprises, insurance companies, currency exchange offices, taxi service, etc.) work towards one goal, that is, in the direction of providing services to vacationers.¹

Summarizing the above points, the organization of tourism-recreational activities based on a cluster approach unites the activities of the main activity and the infrastructure systems formed around it in one goal by ensuring the reorganization of the management of the enterprises in the existing system on the basis of an integrative factor.

The basis of the tourism-recreation cluster, i.e. the first structure, is made up of recreation enterprises, tour operators and travel agents (cluster core), cluster administration and public organizations participating in the organization of cluster activities, which are the main participants of the cluster. Along with the structural structures indicated above, the main structure of the cluster includes transport enterprises, recreational accommodation enterprises, catering enterprises, cultural-recreational, wellness enterprises and theme parks, which perform the most important activities in the organization of tourist and recreation activities. The basic structure of the cluster creates a tourism-recreational product, which is the main product, and presents it to recreationists.

The main structure of the cluster cannot establish effective activity without two other structures that are considered necessary for the organization of cluster activities in separate areas. These two structures are cluster infrastructure and structures that provide mixed services to the network cluster. The infrastructure of the tourism-recreation cluster consists of 3 main infrastructure systems - general infrastructure, specialized tourism-recreation infrastructure and information infrastructure.

During the period of consumption of the main tourism-recreational product, vacationers have necessary needs for the consumption of various mixed services and products. The third structure of the cluster consists of exhibition complexes, souvenir production enterprises, insurance organizations, financial and credit institutions, retail trade enterprises, rental enterprises, treatment and prevention institutions, and household service enterprises, which create such products and services and deliver them to consumers. Both structures of the cluster operate in direct connection with the main structure of the cluster and are connected through political, economic, natural, legal, informational, socio-cultural environments.

The regional tourist and recreation complex proposed to be organized in the form of a cluster, firstly, if the business entities included in the cluster increase the efficiency of their activities, secondly, the unification of the activities of individual enterprise structures towards a single goal will strengthen mutual information exchange and the introduction of innovations, facilitate the issues of coordination of joint activities, expands opportunities for improvement of infrastructure systems serving recreationists. In the region where the tourism-recreational cluster is being established, existing qualified labor resources, special tax regimes and new financial structures related to investment activities within the management of cluster participants will create favorable conditions.

The above-mentioned conditions determine the urgency of studying the socio-economic suitability of the mutual cooperation of enterprises and organizations, institutions in the form of a cluster. Taking

¹ Всемирная туристская организация: Официальный сайт. [Электронный ресурс]: Режим доступа: <http://www.unwto.org>.

this into consideration, in today's conditions of tourism-recreation activities and regional economy development, the scientific-methodical basis of development and implementation of the tourism-recreation cluster model, which includes logical-structural connections, is necessary.

The process of forming a tourist-recreational cluster begins with the initiatives of various subjects (state management structures, business structures, local community representatives). It envisages the establishment of a cluster administration, the development of a strategic plan for the development of tourism in the region, the implementation of current management, monitoring, based on the principles of self-management. Cluster administration — is an independent legal entity whose activity is based on the principles of public-private partnership, which works with regional state bodies, entrepreneurship and representatives of the "third" sector, which are various participants of the cluster.

Along with the positive factors for the organization and development of the activity of the tourism-recreation cluster, which is proposed to be used in practice, the following negative factors can have their effect and reduce the overall efficiency of the cluster:

- ✓ insufficient formation of necessary infrastructure systems;
- ✓ insufficient formation of express-branding and international marketing of recreational services;
- ✓ the quality of the offered recreational product is lower than the level of world standards, etc.

As mentioned above, the organization of tourism and recreation activities based on the cluster approach consists in uniting the activities of the enterprises within the cluster in the direction of one goal, and the main means of achieving this goal is the organization and management of cluster activities. Because the efficiency of the enterprise with any complex structure depends on the efficiency of its management functions (planning, organization, control, promotion and coordination).

The successful development of enterprises in the field of tourist and recreation services is usually carried out by increasing the number of employees in the entire system and expanding the market share of the overall activity, as well as strengthening their scale in terms of the complexity of management and business processes. Based on this situation, the organizational complexity of the system is a systemic problem of organizational development that requires consideration and development of approaches to solving it in order to increase the effectiveness of its planned and existing processes. One of the means of solving this problem is the process of structural adaptation and restructuring of management carried out by the cluster administration based on the analysis of the vertical and horizontal division of labor in the tourism-recreational cluster and the hierarchy and mutual relations formed on their basis.

The tourism-recreational cluster proposed as a result of the research consists of a set of 3 structural structures consisting of many enterprises in different fields of activity, united around the main services in the general field of activity. In other words, the activities of the proposed cluster consist of a set of activities based on mutual cooperation and cooperation, rather than the activities of individual enterprises that are not integrated into the original cluster.

A well-built organizational management structure is also the basis of effective management of the proposed tourism-recreational cluster. Organizational structure is a set of relationships between different levels of enterprises within the structures that make up the cluster, aimed at the most effective distribution of responsibilities between all levels of management and specific employees. Almost any management structure consists of vertical and horizontal relationships.

Horizontal relations have a one-level and coordination character and are built between system units that are at the same management level (not subordinate to each other). Vertical linkages refer to the subordination of one linkage or linkages to another. In the general case, there are two main links in organizational structures - a managed link (subordinate object) and a management body.

Today, there are many classifications of enterprise management organizational structures. Summing them up, they can be divided into two main groups - vertical (hierarchical) and horizontal (organic) management groups.

The successful operation of enterprises with a vertical (hierarchical) management structure is carried out by ensuring the following basic conditions:

- management hierarchy;
- clear and complete distribution of responsibility;
- dominance of vertical connections;
- hiring only qualified employees in terms of the task.

The main feature of the horizontal (organic) type of management is flexibility to changing conditions in the external environment, and at the same time almost complete abandonment of hierarchy and the dominance of horizontal relationships.

The proposed tourism-recreational cluster consisting of economic independent enterprises requires the use of both vertical and horizontal types of management at separate levels of the structure based on its structure and activity directions. If all links of the cluster are based on the property of one founder, in this case, based on the main goal of a single entrepreneur, the activity can be organized only on the basis of vertical (hierarchical) type of management. Because in a cluster based on the cooperation of economically independent enterprises, the main goal of each enterprise is primarily to protect its interests, that is, to ensure its profit. The introduction of vertical management in this system leads to the conflict of interests of enterprises, that is, the emergence of conflicts.

Below, considering the nature of both management structures that can be used in the management process of the tourism-recreation cluster, an attempt was made to develop the most effective management structure for the activities of the proposed cluster.

The vertical management structure is the most common because of clearly defined levels of management, for this structure, the higher the position, the more authority and subordinates. The base of the management pyramid consists of non-subordinate positions (executive). For example, if the head of the enterprise is the main manager, less responsibility belongs to the board of directors, at the middle management level there are top managers (deputies for directions), then middle managers (department heads), then lower level managers (team leaders, etc.) and the most at the lower level are performers.

The vertical (hierarchical) structure of the management of the cluster structures is required to be at least 4 levels of management, as the tourism-recreational cluster is organized on the basis of the property of a single entrepreneur. In this case, the highest management level consists of the cluster administration managed by the property owner, the top management management level consists of the cluster infrastructure that forms the main structures of the cluster, the main structure of the cluster and the structure management system that provides mixed services for cluster activities (Fig. 1).

At the lower level of management, there is a structure that manages system enterprises that make up the above 3 main structures, and executives who organize separate types of activities at the lower level of management.

The main part of the responsibility for the implementation of activities in the vertical management structure of the cluster depends on the decision-making upper management levels, and according to the classical management theories, this management structure has advantages and disadvantages arising from specific aspects compared to other structures.

Among the advantages of a vertical management structure, the following can be included:

- ✓ highly centralized decision-making;
- ✓ concentration of management power at the highest level;

- ✓ high qualification of managers;
- ✓ distribution of powers from top to bottom.

The disadvantages and weaknesses of the vertical management structure include many levels of management, time spent on document preparation and decision-making process, and low qualification of executives while managers have high competence.

The horizontal management structure in clusters formed on the basis of voluntary cooperation of economically independent enterprises is effective, because each enterprise within the cluster organizes its activities independently, and their main goal is to get the maximum benefit from the activities carried out. In this case, when choosing a management structure, it is appropriate to choose a management structure that is horizontal, that is, with a minimum of management levels. The horizontal management structure aims to reduce bureaucracy in the management structure in order to approve documents, speed up the decision-making process and increase the flexibility of cluster activities. In a horizontal management structure, the path from top management to executives is shortened. This management system also includes increasing the initiative and creativity of the executives.

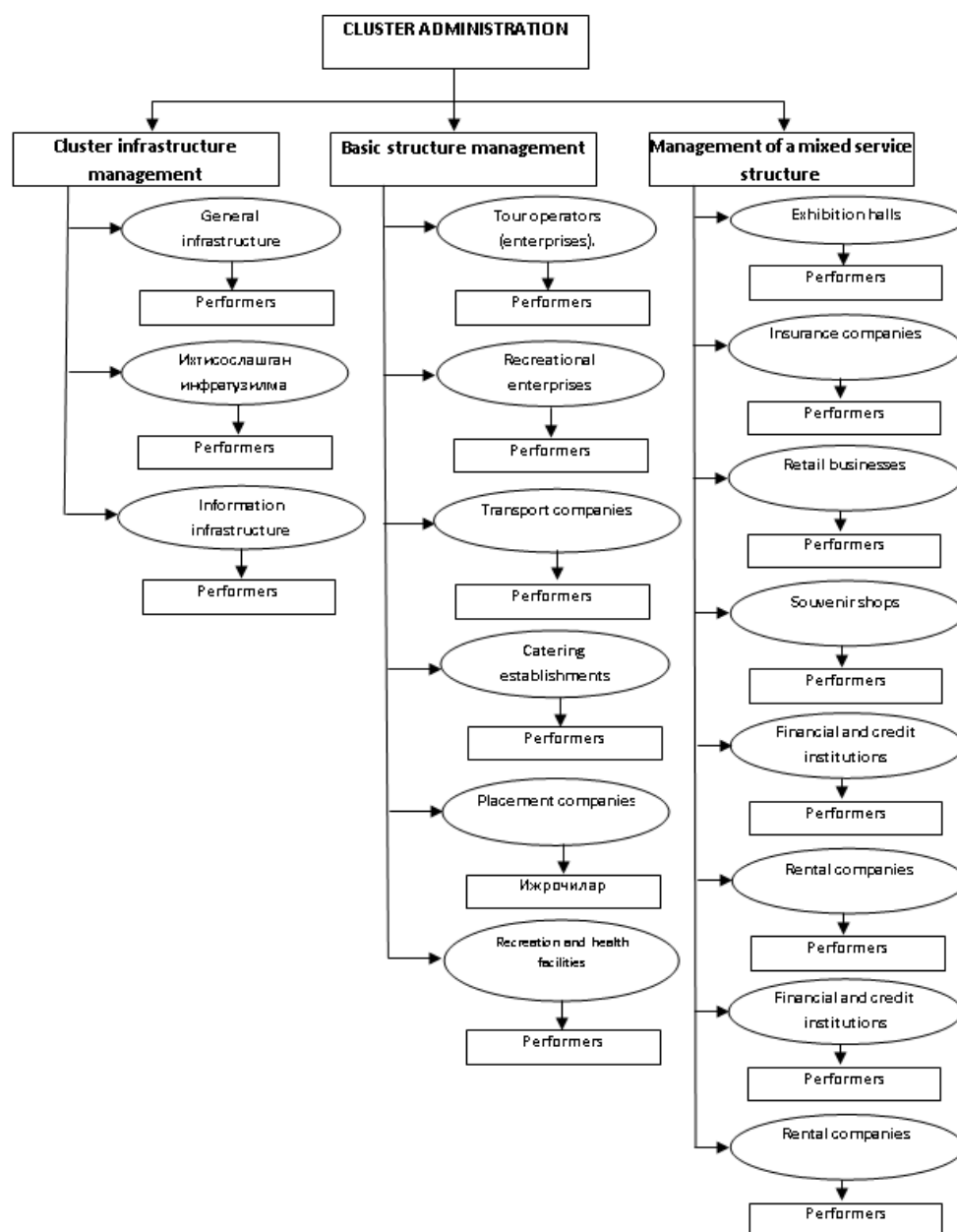


Figure 1. Vertical management structure of tourist-recreational cluster²

² Developed by the author.

When the tourism-recreation cluster is organized on the basis of cooperation of economically independent enterprises, in the management structure recommended to be used, taking into account that the main connections are horizontal, the interaction between performers (groups of performers) should be at a high level. This is not easy to achieve in a situation where performers (groups of performers) have diametrically opposed visions for the same task. Therefore, in some cases, the management system may seem to lack middle management. However, it is not necessary to engage in the formation of such a bond. After all, the task of the system is reduced to maximum efficiency without bureaucratic management by involving the executors directly in the process (Fig. 2).

In most cases, for the development of the enterprise, its market share is expanded and the number of employees increases with it. As a result, the structure of the enterprise and work processes, as well as interactions between structural elements, become more complicated.

In this case, a clear scheme for the organization of management levels is built, that is, management tasks are transferred from higher-level managers to lower-level managers. The task is then delegated to managers or executives one level below. When the assigned task is completed, the report on the performance results moves from the bottom up in the form of feedback.

The advantages of the horizontal management structure include high speed of decision-making and internal agreement of issues, high level of competence of executives, reduction of management levels to a minimum, and high utilization of the potential of employees.

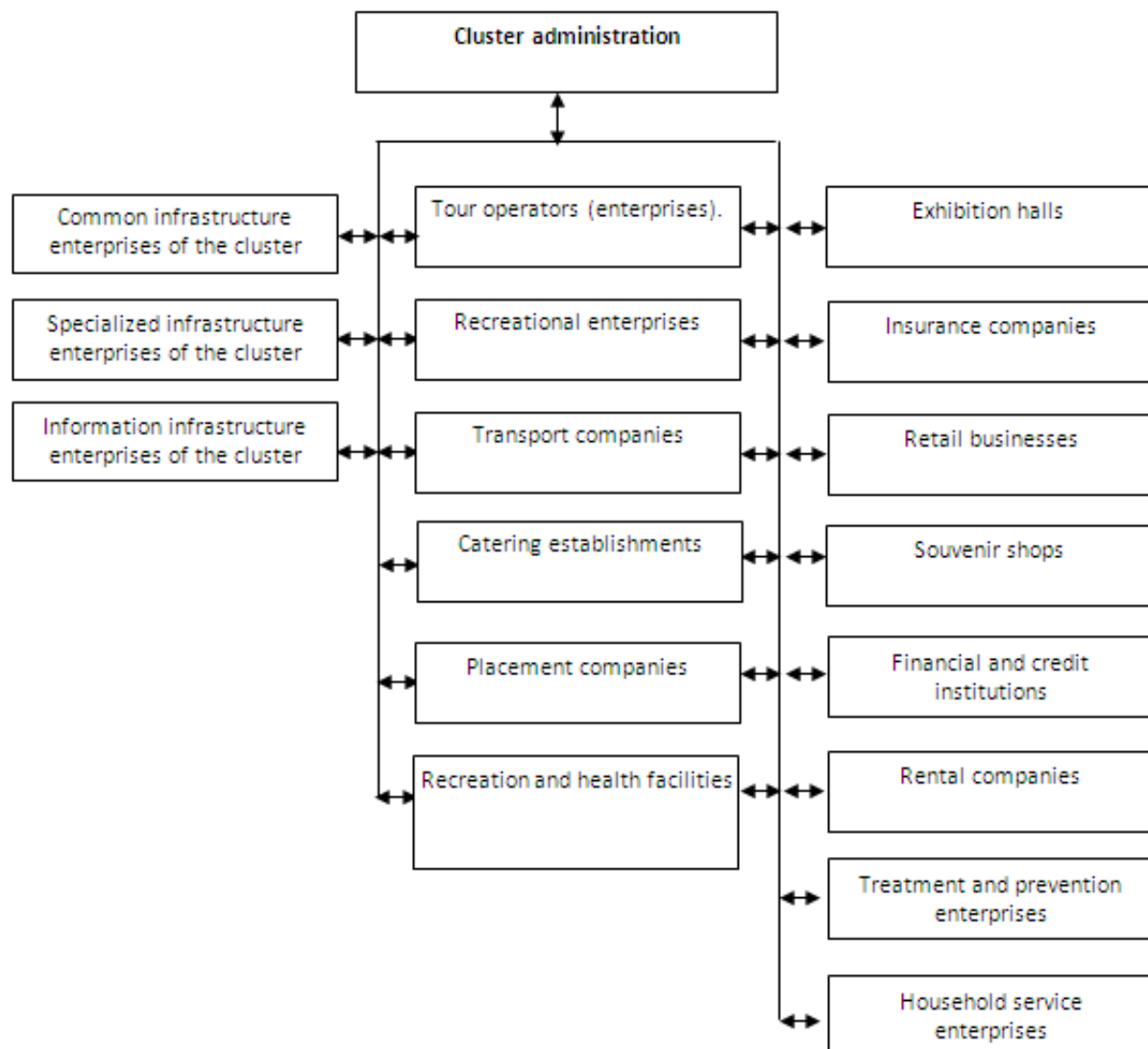


Figure 2. Horizontal management structure of tourist-recreational cluster³

³ Developed by the author

The following are the disadvantages and weaknesses of the horizontal management structure:

- ✓ high probability of conflict situations between executives at the same horizontal management level;
- ✓ one executive (manager) performing several tasks at the same time;
- ✓ violation of the principle of a single starting point.

Taking into account that the system enterprises in the structure of the tourist-recreational cluster consist of both individual enterprises and a set of system enterprises, it is appropriate to use a mixed management structure in the form of a combination of vertical and horizontal management structures of the management structure of the cluster, that is, taking into account the possibilities of increasing management efficiency.

The formation of clusters in tourism and recreation activities, as mentioned above, on the one hand creates favorable conditions for the development of recreation enterprises that offer basic services, and on the other hand, creates a number of advantages for the elements in contact with the cluster, that is, all participants of the cluster from cooperation in the form of a cluster, at the same time the region where the cluster is established will also have a special interest

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