

CLUSTER IN THE FIELD OF TOURISM AND ITS MANAGEMENT**AHTAMOVA MOHIGUL ERKINOVNA¹****MAMATKULOV AZIZJON ERKINOVICH²*****Abstract***

The article considered the necessity of development and realization of innovative potential of tourism. The advantages of its up building by creating and development of clusters are studied. The formal and informal institutes playing a leading role in creating of enabling environment for clustering of regional tourism are distinguished. Perspective directions to improve the functioning of the institutional tourism clusters, with a special emphasis on innovative components, are proposed.

Keywords: innovative potential, region, clustering, tourism, formal and informal institute.

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In the modern business world, the leading factor in maintaining the dynamism of development and maintaining high competitive positions is the ability to identify and commercialize innovative ideas ahead of time.

The knowledge economy puts forward new requirements for the traditional set of factors of production: to date, it is no longer enough just to have sufficient reserves of natural, human and capital resources, it is important to identify and implement new ways of combining them in the process of social production in a timely manner, which becomes possible thanks to the realization of innovative potential.

Undoubtedly, building up and realizing the potential of innovation is an important task in all sectors and spheres of economic and social life without exception. At the same time, as the research results of the World Tourism Organization show, tourism occupies one of the leading places in world trade (6% of the total world exports and 30% of the world exports of services) and in the coming decades the growth rates of its volumes will be consistently high [19].

The preservation of positive trends in tourism activity is explained, among other things, by the presence of close interrelations between the indicators of tourist service with the demand for products of many branches of tangible and intangible production, industrial and social infrastructure, which as a result creates a positive socio-economic effect. This determines the relevance of research devoted to the creation of a favorable institutional environment for the innovative development of tourism in the region, as the core of the national competitiveness of this industry on an international scale.

Analysis of the latest research and publications. Various aspects of the formation, development and realization of the innovative potential of the region are considered in the works of such domestic and foreign scientists as: M.I. Gritsaenko [1], A.V. Karpenko [6], I.M. Ablaev [14], Ya. Dragosova, P. Bednar [15], D.M. Rodionov, L.A. Guzikova, I.A. Rudskaya [17] and many others. Although clustering is a long-recognized and effective form of accumulation and development of the potential of innovation activity, the possibilities of its application in the field of tourism are not considered comprehensively enough.

Among the latest publications relevant to this topic, it should be noted:

- substantiation of basic and promising models of agroecotourism development based on the cluster approach (T.V. Borzdova [2]);
- identification of prospects for the introduction of a cluster model of tourism development at the regional level (I.E. Kovalchuk [7]);
- study of the role of cluster models in the management of regional tourism development (V.F. Semenov, O.V. Basyuk [8]);
- definition of the essence of the tourist cluster and description of its role in the formation of the innovative environment of the territory (G. Trillenberg [13]);
- analysis of the applicability of the clustering concept to tourist destinations (H.F. Perles-Ribes, I. Rodriguez-Sanchez, A.B. Ramon Rodriguez [17]), as well as the possibilities of tourist clusters to catalyze the innovative development of the region (M. Mazilu [16]).

Their analysis shows that among the debatable issues, there are still essential characteristics of the tourist cluster, its component content, strengths and weaknesses of the cluster approach to the

organization of tourism activities, etc.

Insufficient development of the theoretical and methodological apparatus of research, in turn, narrows the possibilities of forming an appropriate institutional environment in which the innovative possibilities of tourist clusters will be most fully revealed. Problem statement. The purpose of this study is to identify formal and informal components of the institutional environment that contribute to the clustering of tourism as a factor in realizing the innovative potential of the region.

Presentation of the main research material. The experience of many highly developed countries shows that regional cluster models form a significant impetus for the development of the innovative potential of the regions. Since clusters favorably affect the pace of innovation, thereby determining their technological direction, the relationship between clustering of the regional economy and the processes of building and mastering innovation potential becomes obvious. A tourist cluster in the scientific literature is understood as:

the system of intensive production, technological and informational interaction of tourist enterprises, suppliers of basic and additional services for the creation of a common tourist product [3 , p.97];

a community of various enterprises and organizations in a certain territory that are directed or indirectly related to the provision of tourist services [5];

a complex of geographically localized and interconnected business structures of various branches of the economy of a large city, whose activities are aimed at creating conditions for the spiritual and emotional experiences of the consumer of tourist services, and increasing the competitiveness of the city in the domestic and international tourist markets [8];

an organizationally formed voluntary association, a set of representative offices of local authorities, enterprises, organizations and individual entrepreneurs of various industry affiliation (construction, agricultural, industrial, communication, scientific, educational, investment, folk crafts) located on a certain territory, in order to establish close cooperation for sustainable collective development and increase the competitiveness of the territory [10, p.77];

a network of complementary subjects of economic activity, united by the participation of each subject in the value chain [13].

Although the proposed definitions focus on some essential features of the tourist cluster (clearly defined territorial boundaries;

the allocation of the final product group;

the presence of heterogeneous network relationships between participants;

the presence of enterprises supporting industries, etc.), they let out of focus innovativeness as an integral attribute of this education and the most important characteristic of the results of its functioning.

As G. Trillenberg rightly notes: "... the tourism cluster as a whole is formed on an innovative basis and ... at the same time, the consequence of the network interaction of the cluster components is the acceleration of innovation" [13].

It is not entirely correct, in our opinion, to build an understanding of the cluster around the innovative activity of a set of small and medium-sized enterprises of the tourism business as the

core of this formation [11, p.65].

Indeed, the advantage and novelty of the cluster approach lies in the fact that it enhances the importance of the microeconomic component, groups of enterprises, firms, organizations and institutions, which is located in one (or related) business areas on a regional basis or social aspects of economic development [11, p.66].

However, the most important condition for the existence of a cluster is the formation of complex cooperative ties and competitive relations that allow the participants of cluster education to complement and support each other's activities when creating a combined innovative product (Fig. 1).

The main participants of the tourism cluster include:

- A. tourism and recreation enterprises;
- B. tour operators;
- C. enterprises of other sectors of the economy;
- D. representatives of the local community;
- E. tourists;
- F. local authorities.

Among the enterprises that are not directly related to the provision of tourist services, there are:

- suppliers of specialized factors, services;
- financial institutions;
- firms of auxiliary industries;
- firms operating in grassroots areas (sales or consumption of services);
- Manufacturers of related services;
- specialized infrastructure providers;
- organizations that provide special training, information collection, research and technical support (for example, universities, retraining and advanced training courses);
- infrastructure agencies that significantly affect the functioning of the cluster [11, p.66].

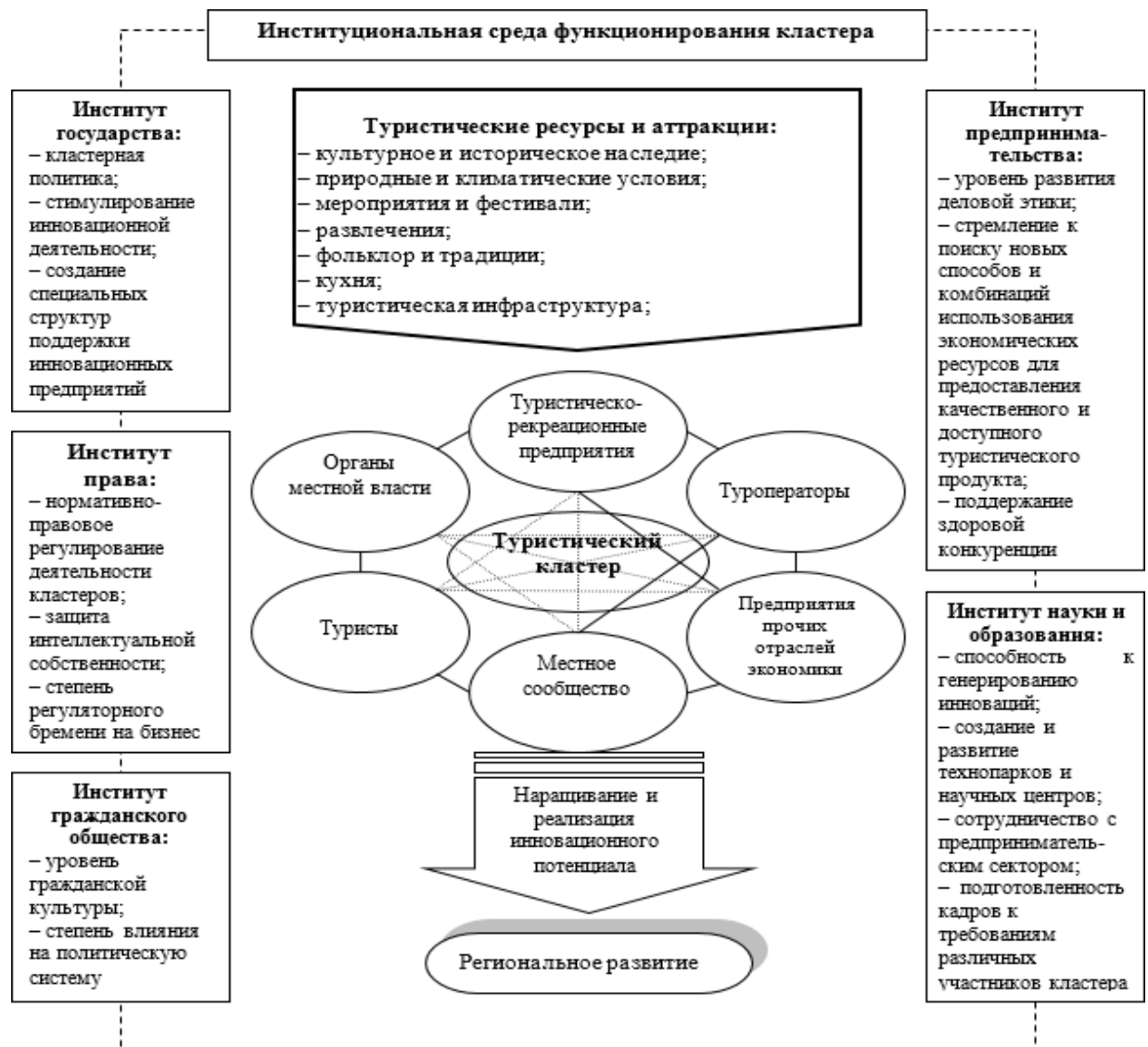


Fig. 1. A conceptual model of regional tourism development based on a cluster approach with an innovative component adapted and built by the author on the basis of.

Taking into account the above, it is possible to define a tourism cluster as a set of geographically close business entities, authorities, non-governmental organizations, public associations and other entities whose activities are directly or indirectly related to tourism, the main purpose of interaction and cooperation between which is to create a high-quality, competitive tourism product by increasing and realizing the innovative potential of the region.

The latter becomes possible due to the following advantages of the cluster organization of tourism activities:

- enhanced coordination of joint actions between the tourism business, science and authorities;

- improving the efficiency of the tourism cluster participants by obtaining the benefits of access to resources (primarily information and innovation-technological), as well as reducing costs, including transaction costs, as well as through the joint use of infrastructure facilities;
- acceleration of the process of creation and dissemination of innovative ideas due to closer contact between consumers and producers of tourist services, which allows the latter to identify and predict new needs in a timely manner and act ahead of the curve, involving, if necessary, the relevant subjects of the main production, production and social infrastructure;
- increasing the investment attractiveness of the region due to the availability of guarantees and benefits from the state for investors who participate in cluster initiatives;
- stimulating competition due to improved conditions for the creation and development of a new business;
- formation of a closed chain of increasing added value by concentrating all the necessary links of the tourist product receipt to consumers.

The active development of tourism clustering processes is possible only in a favorable institutional environment, which should be understood as a set of formal and informal institutions that regulate and simplify the interaction of cluster participants among themselves and with other subjects of socio-economic relations. As the practice of the EU countries shows, the creation of special conditions for contractual relations between potential participants in such formations is crucial for the success of the tourism cluster, until they become a self-supporting system [11, pp.160-161].

The leading role in this case belongs to the institutions of state and law. The state, in particular, can initiate the emergence of cluster-type relations by attracting new business entities, investors, representatives of science and education to the cluster network. The opportunities and prospects for the development of such processes in various industries depend on the state policy in the field of clustering, in particular, stimulating innovation activity. The formal expression of the state cluster policy is the institutions of law that regulate the conditions of entrepreneurial activity within the boundaries of the cluster, determine benefits and impose certain restrictions on certain areas of tourism and related activities.

Domestic legislation on these issues is not fully formalized and is represented only by resolutions and orders of the Cabinet of Ministers [3, p.26], which have not been approved. This is one of the disincentive factors for the development of cluster structures, since the regime of legal uncertainty is a powerful barrier to financing cluster initiatives by attracting various investment sources.

Despite the well-founded participation of the state in the clustering processes, the institute of entrepreneurship still plays a key role in the formation and functioning of such associations. It is from the readiness of business structures for integration, productive and transparent cooperation, the presence of well-established cooperation, established informal ties that the formation and functioning of clusters in a certain territory is possible.

One can fully agree with the statement that business structures, as participants in a potential tourism cluster, should initiate its formation in the relevant region, search for and attract financial capital for the functioning of the association, determine management bodies in its

structure, develop a development strategy for the short, medium- and long-term prospects, as well as to approve a feasibility study with clearly defined participants, their functions in an integrated structure, interaction schemes, product nomenclature, conditions for leaving the cluster, etc. [3, p.27].

In developed socially-oriented economies, the institution of civil society is an important lever of influence on the formal institutions of state and law, creating the necessary conditions for the development of the principles of democracy, equality, justice, cultural values and moral ideals, on which the formation of a favorable atmosphere that attracts tourists to the region depends.

The Institute of Education is a leading social institution that provides socialization of individuals, which allows them to develop the qualities necessary to provide qualified personnel to various participants of the tourism cluster.

It is closely interconnected with the Institute of Science, on whose ability to generate innovative ideas and commercialize them in a timely manner in the knowledge economy, the very existence of the tourism cluster and its competitiveness largely depend.

In general, the clustering of tourism in domestic realities is hindered by both the lack of formality of legal norms – the components of formal institutions, and the immaturity of civil society, the insufficient level of development of corporate culture, business ethics, the desire to make a profit through traditional schemes and methods of using resources that minimize the risks of entrepreneurial activity, low correlation between the qualitative characteristics of labor market demands and educational qualification characteristics of graduates of educational institutions.

Therefore, in order to ensure an effective institutional environment for the functioning of tourism clusters, it is important to ensure that the problems of each institutional component are solved, that is, to adhere to an integrated approach. Conclusions and prospects for further research.

The creation and development of tourism clusters forms a number of advantages for increasing the innovative potential of the region, as an important component of its socio-economic development and competitiveness. In the process of creating a favorable institutional environment for tourism clusters, the leading role is played by the institutions of state and law, civil society, entrepreneurship, science and education, combining a set of formal and informal components that can act as stimulators and stimulators of clustering.

Taking into account the close interrelationships between all components of the institutional environment, a promising area of research should be not only the achievement of institutional legal certainty on the formation and implementation of cluster policy at the national and regional levels, but also the formation of civilized business and interpersonal relations, encouraging the development of entrepreneurial initiatives, supporting cluster-oriented scientific and educational projects.

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