

значну інформаційну надбудову оскільки він формується не лише за допомогою відновлення туристичних ресурсів, а й збагачення їх наслідками російської військової агресії. Тобто інформаційний ресурсний туристичний потенціал міст після закінчення військових дій може бути значно різноманітнішим, структурованішим, а відповідно й атрактивнішим. Отже він буде характеризуватись більшою мірою можливістю виконання міською туристичною індустрією соціально-економічних функцій.

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THE ROLE AND IMPORTANCE OF THE «INTEGRATED CLUSTER» APPROACH IN THE SYSTEM OF DESIGNING AND SUSTAINABLE MANAGEMENT OF TOURIST DESTINATIONS IN THE EU COUNTRIES: EXPERIENCE FOR UKRAINE

Summary. The current awareness of the significant impact of tourism on the indicators of socio-economic development of the destination area encourages all those interested in successful results to activate and empower destination stakeholders in the destination management system, the challenges and imperatives of dialogue between all stakeholders, the distribution of roles and responsibilities, and new ways of managing tourism development. This is achieved through empowering destination stakeholders in the building and implementing a tourism development strategy. Thus, this emphasizes the importance of moving from tourism as a result in itself to tourism as a means of creating better societies and communities, as well as improving the living standards of people living in the territory of a tourist destination. The conclusions that focusing on the current awareness of the significant impact of tourism on the socio-economic indicators of the development of the destination area, the «integrated cluster» approach creates additional incentives and enhances the importance and impact of the communication mechanism and inclusive democratic processes in the territory of the tourist destination are emphasized.

Keywords: sustainable tourism, cluster approach, democratic destination management, a multi-stakeholder concept in destination management

The war in Ukraine has already caused and continues to cause damage to many areas, including major negative consequences for the tourism sector. In 2019, Ukraine received almost 13.7 million international tourists per year [1]. Tax revenues from the tourism industry in the first six months of 2022 decreased by 26 percent compared to the same period in 2021 [2]. Such catastrophic consequences as mined territories, natural landscapes damaged by military actions and destroyed cities, destroyed monuments of historical and cultural heritage — all these are huge risks for the sustainability of the future development of tourism in Ukraine [3].

After the end of the war, Ukraine will need new approaches to quickly restore all socio-economic processes. Tourism is still the second largest contributor to the national economy, and over the past

few decades, it has not only grown significantly as an instrument of regional economic growth but has also become a key socio-economic force in both emerging and mature markets [4]. The multifunctional value of tourism is manifested in the fact that it is simultaneously a type of economic activity, leisure, consumption, a cultural phenomenon and a component of social development [5]. In addition, tourism affects the ecological state of the environment determining the level of permissible ecology.

However, the post-war restoration of the tourism sector and the development of territories due to the development of tourism should take place taking into account the principles of sustainability [6]. Building partnerships to achieve sustainable development goals (*SDG*) is one of the tasks of the 2030 Agenda for Sustainable Development (*Agenda 2030*). Ukraine, as a founding country and a member of the UN, has recorded its obligations regarding the implementation of Agenda 2030. Such *SDGs* as good jobs and economic growth (*SDG 8*), sustainable cities and communities (*SDG 11*), and partnership for the goals (*SDG 17*) are planned to be achieved, including through the development of the tourism sphere [7].

The concept of «sustainable development of tourism» is closely related to the concept of «sustainable management of tourist destinations», the main goals of which are to achieve a balanced three-sectoral development of tourist regions (destinations). The tourism industry relies on long-term planning and foresees an increase in the availability and demand for socially, environmentally and economically responsible tourism as one of the tools to achieve sustainable development goals with sensitivity to natural resources and cultural environment [8].

Accordingly, a «multi-stakeholder» concept in destination management [9] should include all interested and influential groups in tourism development planning. Such an integrated approach to destination management unites all interested parties, independent of influence or interests, for direct or indirect participation in the creation and implementation of quality tourism development at the regional level. The main function of this concept is to unite and coordinate stakeholders with different interests within a tourist destination in order to create a high-quality product and a recognizable image of the destination, as well as to achieve long-term sustainable competitiveness of the region as a whole [10]. However, based on the approach of interested parties, the most emphasized problem in the concept of sustainable development of tourism is the management system, which plays a key role in the formation and implementation of the socio-economic development policy of the region.

Despite the fact that many studies and scientific works have been devoted to the study and description of the concept of sustainable tourism, the problem of sustainable management of tourist destinations based on the principles of involvement and democratic participation of all interested parties in the context of a comparative cross-country study still needs additional research. Since only empirical studies of tourism development, management structures do not illuminate the development satisfactorily. While acknowledging the importance of the concept of sustainable tourism management, research still focuses on the administrative structures and procedures, legal, economic and technical aspects of sustainable tourism policy rather than on the potential forces behind it, such as ideology, awareness and civic engagement.

Sweden is among the countries that have shown readiness to take part in the reconstruction processes of various industries and regions of Ukraine [11]. Considering the large number and uniqueness of tourist resources, Ukraine has a substantial potential for the development of the tourism sphere for creating a complex, high-quality tourism offer while preserving the authenticity of the territory and respecting the interests of local communities. Sweden is an excellent example of territory planning based on the ideology of tourism sustainable development stresses a need to respect the environmental, socio-cultural and economic base of the area and therefore, the regional development model can be interpreted as better representing the concept of sustainability [10].

In order to study experience of Sweden on the best practices of sustainable management of tourist destinations, the following was conducted the study «The Role of Stakeholder Engagement in Sustainable Tourism Management». The study was carried out in collaboration with Örebro University (Sweden), Dalarna University (Sweden), researchers from the Center for Environmental

and Sustainable Social Sciences (CESSS), the Center for Tourism and Leisure Research (CeTLER) [12]. The purpose was to analyze the role of public-private partnerships in the field of tourism for the sustainable development of communities and territories in Sweden for the further dissemination of best practices in Ukraine. As part of the project, was analyzed the existing regulatory framework and previous research that strengthen the ability of all participants in the tourism industry to engage in dialogue, the structure, and the interrelationships between participants in the tourism sphere of Sweden and Ukraine. Interviews with key persons responsible for the sustainable development of the Orebro and Dalarna destinations in Sweden and Ivano-Frankivsk and Lviv in Ukraine and a cross-country comparative analysis were conducted, which made it possible to determine that the models of sustainable tourism management in Sweden and Ukraine have similarities and differences. The research also examined practices to promote the cluster approach to destination management, taking into account the multiple and complex interests of all stakeholders.

The research of theoretical and practical aspects of the cluster approach in tourism is devoted to the scientific works of the following authors: Atamanchuk Z. A., Boshota N. V., Vovk K. M., Dutka G. Y., Savitska O. P., Savitska N. V., Zhukov S. A., Kampova N. S., Kolyadenko S. V., Masur V. S., Galko O. V., Maslak O. O., Maslygan O. O., Meleniuk V. O., Olshanska O. V., Semenova M. V., Tymoshenko T. O., Khyta O. V. and others.

A number of scholars consider a tourism cluster from the perspective of an institutional approach and define it as a modern institution that combines a system of formalized and informalized relations between its participants and the external environment [13].

The specifics of the tourism cluster can be viewed from the perspective of regional management. European scientists Novel M. and Schmitz B. note that «...a tourism cluster can act as a mechanism of regional development aimed at strengthening the interests of the region, its independence and competitiveness» [14].

When studying the characteristics of a tourism cluster, one cannot but consider the ideas of the classical approach, which is represented mainly by the works of the American marketing specialist Porter M. According to his theory, «a cluster is a group of geographically adjacent interdependent companies (suppliers, manufacturers) and related organizations (educational institutions, public administration, infrastructure companies) operating in a particular area and complementing each other» [15].

Today, Scandinavian scientists have identified the following five characteristics of a cluster: geographical size; depth of clustering; width of clusters; the presence of research centres and training organisations in clusters; ownership structure of firms in the cluster [16].

«Integrated cluster» approach

In order to exploit the multiplier effects of tourism-related industries, such as food, textiles, healthcare, and cultural and creative industries, it is important to develop an integrated, holistic approach to the design and implementation of sustainable tourism destination policies.

Such an approach is to focus on innovative activities and measures that promote the development of «integrated clusters» built on the combination (and synergies) of primary sector activities (e.g. agriculture or healthcare) and tertiary service sector activities (tourism) with close links to the cultural sector (creative industries). This implies the need to move from a sectoral orientation to a territorial approach, in which the critical element is the ability of local actors to evaluate the entire set of territorial goods and services in a complementary way [17].

An «integrated cluster» approach is not exclusively tourism or exclusively specialized in one production covering the agro-food sector, but rather all of these features are interdependent, together with the use of cultural and creative resources (Figure 1).

This allowed us to draw conclusions about the effectiveness and feasibility of the «integrated cluster» approach in the tourism destination management system.

As a result of the comparative analysis of the degree of implementation of the «integrated cluster» approach and the «multi-stakeholder» concept in destination management in the EU countries (in particular, Sweden) and Ukraine, as well as the analysis of the level of involvement in the system of

sustainable management of tourist destinations, it is concluded that it is necessary to pay more attention and explore the possibilities of implementing an integrated cluster approach for further recovery and development of the tourism sector of Ukraine in the post-war period.

The relevance of this conclusion is substantiated by the fact that the «integrated cluster» approach contributes to increasing productivity, efficiency and competitiveness, as well as the tourist attractiveness of the region, and in general, to ensure the sustainable development of regional socio-economic systems (tourist destinations).

Because of the military aggression of the Russian Federation, the infrastructure of Ukraine in general and the institutions of the hospitality and tourism industry, in particular, suffered significant damage or even destruction. The tourism industry of Ukraine after the end of the war will need new modern mechanisms and effective tools for recovery and development, as well as established effective relations with partners in the EU countries. The war significantly accelerated the European integration processes. In June 2022, Ukraine received the status of a candidate country for EU membership, which means that its economy must be completely rebuilt on the same basis and principles that exist in the EU.

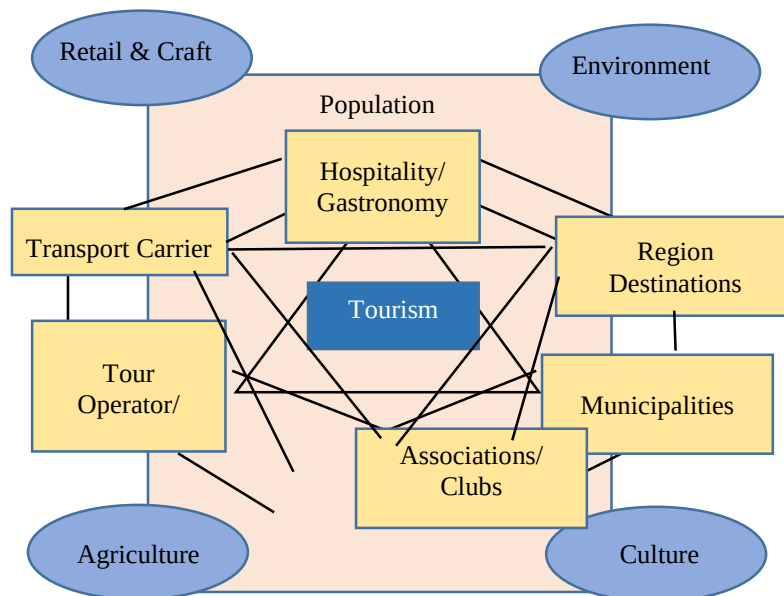


Figure 1. Scheme of the «integrated cluster» approach in the system of relations between the participants of the tourist destination

The modern phenomenon of tourism is associated with the ability to create chains of added value and preserve the local identity of the local ethnic group through the creation of partnerships and chains of cooperation between representatives of different industries in the same territory. Ukraine is one of the leading agricultural countries and at the same time has a huge historical and cultural heritage, preserved crafts, traditions, and architectural objects, diversified by regions.

Representatives of local governments, and municipalities, as well as representatives of specialized professional associations of tourism market participants in Ukraine, need additional knowledge and practical skills to implement a cluster approach in the tourist destination management system.

Efforts can also be directed toward finding ways and tools to increase mutual sustainability and mutual assistance between the tourism regions of Sweden and the corresponding Ukrainian regions and regional networks.

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КИЇВ ЯК ДЕСТИНАЦІЯ ПОЛІТИЧНОГО ТУРИЗМУ В УМОВАХ ВІЙНИ ЗАДЛЯ СТАЛОГО РОЗВИТКУ УКРАЇНИ

Анотація. Повномасштабне військове вторгнення росії унеможливило подальший розвиток України на засадах сталості. Київ став головною політичною дестинацією для візитів західних дипломатів, які забезпечують глобальне партнерство та всебічну підтримку задля зміцнення миру та безпеки, сталого розвитку України.

Ключові слова: політичний туризм, війна, сталий розвиток, Цілі сталого розвитку.