MANAGING INNOVATIVE CLUSTER DEVELOPMENT OF TOURISM
ENTREPRENEURSHIP: SPECIFICS AND TRENDS

The article discusses the contemporary issues related to the specifics of managing the innovative development of cluster entrepreneurship in the tourism sector. High dynamism of the external environment, rapidly growing consumer market demands for the quality of goods and services, intensified competition and a range of other factors urge local governments to make effective management decisions aimed at supporting further development of tourism business clusters that have to rely on compliance and well-reasoned application of methods, principles and functions of strategic management based on modern economic and mathematical modeling toolkit. The study presents the results of research on managing innovative cluster development of tourism entrepreneurship along with providing step-by-step assessment of innovation environment and exploring the sources of possible barriers to transformation processes. In addition, the intensity of transformation dynamics has been measured. The findings suggest an algorithm to run the diagnostics for the sensitivity of tourism companies within integrated clusters to innovative transformations. It is argued that the management framework, with innovative cluster development pattern of tourism entrepreneurship as its structural element, is capable to ensure integrated congruence of interests of all market actors, non-for-profit institutions and consumers, which allows to develop and implement effective policies for tourism and recreational services sector, subject to availability of appropriate management structures, powers and levers of influence. A conclusion is made that the primary function in managing the innovative cluster development of tourism entrepreneurship is the ability to balance the interests of various regional market actors and implement the strategic socioeconomic priorities of the tourism and recreation services sector in the context of sustainable development.

Keywords: managing transformation in tourism companies; managing innovative cluster development of tourism entrepreneurship; innovation potential; tourism entrepreneurship.
структури. Доведено, що система управління, складовим механізмом якої є інноваційний кластерний розвиток туристичного підприємництва, здатна забезпечувати інтегральне узгодження інтересів суб’єктів ринку, некомерційних установ і споживачів, що дає можливість розробляти і реалізовувати ефективну політику розвитку туристично-рекреаційного комплексу, за наявності необхідних управлінських структур, повноважень та важелів впливу. Визначено, що основним призначенням інструментарію в управлінні інноваційним кластерним розвитком туристичного підприємництва є здатність збалансувати інтереси різних суб’єктів регіонального ринку і реалізувати приоритети соціально-економічної системи туристично-рекреаційного комплексу в контексті сталого розвитку.

Ключові слова: управління трансформацією туристичних підприємств; управління інноваційним кластерним розвитком туристичного підприємництва; інноваційний потенціал; туристичне підприємництво.

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УПРАВЛЕНИЕ ИННОВАЦИОННЫМ КЛАСТЕРНЫМ РАЗВИТИЕМ ТУРИСТИЧЕСКОГО ПРЕДПРИНИМАТЕЛЬСТВА: ОСОБЕННОСТИ И ТЕНДЕНЦИИ

Статья посвящена исследованию актуальных вопросов, связанных со спецификой управления инновационным развитием кластерного предпринимательства в сфере туризма. Высокая динамичность внешней среды, постоянно растущие требования потребительского рынка относительно качества товаров и услуг, конкурентная борьба и другие факторы требуют от органов самоуправления принятия эффективных управленческих решений, направленных на поддержку процессов дальнейшего развития кластерного туристического предпринимательства, которые должны основываться на соблюдении и взвешенном использовании системы инструментов, принципов и функций стратегического управления на основе современного инструментария экономико-математического моделирования. В статье изложены результаты исследований в области управления инновационным кластерным развитием туристического предпринимательства, проанализированы этапы диагностики благоприятности инновационной среды, исследованы источники появления осложнений трансформационных процессов, и динамика их интенсивности, предложен алгоритм диагностики благоприятности предпосылок инновационных трансформаций туристического предпринимательства с использованием кластерной интеграционной структуры. Доказано, что система управления, составляющим механизм которой является инновационное кластерное развитие туристического предпринимательства, способна обеспечивать интегральное согласование интересов субъектов рынка, некоммерческих учреждений и потребителей, что даёт возможность разрабатывать и реализовывать эффективную политику развития туристско-рекреационного комплекса, при наличии необходимых управленческих структур, полномочий и рычагов влияния. Определено, что основным назначением инструментария в управлении инновационным кластерным развитием туристического предпринимательства является способность сбалансировать интересы различных субъектов регионального рынка и реализовать приоритеты социально-экономической системы туристско-рекреационного комплекса в контексте устойчивого развития.

Ключевые слова: управление трансформацией туристических предприятий; управление инновационным кластерным развитием туристического предпринимательства; инновационный потенциал; туристическое предпринимательство.
Problem statement. The creation and implementation of innovative products in the field of tourism business causes significant changes in enterprises, which are related to both internal structural subsystems and features of generalization of relations and economic interests with the external environment. Innovative changes due to the significant cost are characterized by a reduction of temporarily free financial resources in the tourism industry, both own and borrowed for different periods, and this can not but affect the final solvency. Therefore, in order to determine the innovative preconditions and the need for transformation within and outside the business entities, the dynamics of liquidity indicators becomes extremely important.

Analysis of recent research and unresolved part of the problem. The above circumstances convincingly prove the need to analyze the initial level of financial and payment potential in the field of tourism business, the support of which is associated with significant complications in the introduction of innovations and modifications within enterprises and its external relations. It should be noted that various aspects of the formation of methodological bases and principles of development of managerial adaptation decisions are devoted to numerous publications of domestic and foreign scientists, such as: D. Aaker, V. Kumar, J. Day, O. Azaryan, I. Iliev, V. Belyaev, S. Goncharov, O. Ishchenko, F. Kotler, K. Asplund, I. Rein, D. Haider, Jean-Jacques Lamben, M. Mac-Donald, E. Payne. Given the importance of existing advances in the study of this issue, further research requires mechanisms and methods of making managerial adaptation decisions, as they are especially important not only for managers at different levels, but also for scientists.

The purpose of the article is to study the management of cluster development of tourism entrepreneurship at the present stage of development.

The results of the study. The main reasons for enhanced control of the dynamics of these indicators before and at each stage of the life cycle of management of cluster development of tourism entrepreneurship are the following: Implementation of an innovative product requires sufficient funding and usually tourism enterprises lack their own resources and have to turn to borrowed sources of financial resources. According to the actual values of regulations, financial institutions determine the feasibility of providing cash loans and the creditworthiness of the borrower of innovative financial resources. Attracting external sources of financing, in almost all cases of significant innovations, is mandatory, significantly weakens the financial stability of the enterprise and is usually associated with additional financial costs for the payment of debt obligations. Given the current imperfect conditions of innovative lending and underdeveloped financial market and the risk of success of most domestic enterprises in the tangible and intangible spheres, credit agreements are characterized by a certain stringency of interest rates and terms of payment, which complicates the solvency of tourism enterprises.

The development of innovative products leads to an increase in working capital, which primarily affects the liquidity of tourism enterprises and leads to their reduction above the established norms [7].

Taking into account the recommendations of leading domestic scientists on assessing the financial capacity of tourism enterprises in terms of receivables and payables and their dynamics, these characteristics must be taken into account when diagnosing the prerequisites for innovative transformations for effective management [7, 10]. After all, the immobilization of current assets in the form of receivables, especially overdue, is an obstacle to the introduction and implementation of cost-intensive innovations, while accounts payable, contributing at some point in time to intensify innovation, may harm it in the future, if creditors satisfy them through the profitability of innovation. Therefore, the analysis of the players of the environment of tourism in order to create the preconditions for innovative cluster development, in our opinion, it is advisable to perform in two planes: establishing the priority or intensity of the impact on tourism enterprises, especially
unfavorable, which prevents the economic effect of innovation. Increased attention to the negative effects of external factors is due to the high risk of innovation, neglect of which in an unstable market environment in combination with the unstable financial condition of the vast majority of domestic enterprises in the service sector can lead to fatal consequences and further complicate innovation on a wider scale; considering counter-protective ways to counteract external obstacles to the effective implementation of innovations. This approach does not separate the internal and external spheres of innovative transformations of tourism enterprises and provides some reduction of innovation risk through some neutralization of external threats. It should be noted that such an approach is aimed at simultaneously satisfying the economic interests of different market participants in obtaining and distributing the socio-economic effect of service innovation, and therefore aims at its large-scale (possibly multiplicative) increase using cluster structures. Thus, to diagnose the prerequisites for innovative transformations, we consider it appropriate to use the following mechanism for managing the transformation of tourism enterprises using a cluster structure that combines marketing and resource analysis to assess the power of innovative transformations, financial and property analysis, which establishes the form and directions of production and the implementation of innovations, and analysis of the innovativeness of the external environment of tourism enterprises, which determines the program to minimize innovation risks. Techniques of analytical work at each stage of diagnostics of prerequisites of innovative transformations will differ in a certain way that is caused by subject features of analytical stages and intermediate purposes and tasks of the tourist enterprises.

Marketing resource analysis determines the physical capacity of tourism enterprises and the level of its occupancy, and trends in underutilized capacity or resources, the efficiency of which is significantly lower, and determines the part of production capacity, innovative transformations which will not cause significant deterioration in profitability. In the presence of several enterprises-objects of analysis at this stage of diagnostics the competitive advantages of realization of the newest service are defined. The financial analysis identifies "bottlenecks" of innovative transformations caused by lack of own financial resources, problems with maintaining financial discipline and threats to solvency in the event of modifications to the core business or adverse disturbances of the external environment. At this stage, the trends of changes in the profitability of tourism enterprises, directions and intensity of cash flows, financial stability of tourism enterprises, formed in the absence of innovations. Given the importance of the financial component for planning and implementation of innovations, both product and organizational, the result of this stage is to determine the initial conditions and limitations of external and internal innovations, which may be due to the initial profitability of the enterprise. After all, financially successful economic entities are usually characterized by a better organizational and economic mechanism, which ensures their dominant role in market interaction, and priority in satisfying their own economic interests, over other participants (consumers, counterparties, creditors). The analysis of the external innovation environment of tourism enterprises is associated with the identification of the main factors whose influence contributes to or counteracts the receipt of the expected financial results. At the same time the peculiarities of coordination of simultaneous action of several factors and their total effect are determined, which actually determines the level of external obstacle to production or implementation of innovations [2, 3, 9, 10].

Conclusions and prospects for further research. Diagnosis of the favorable innovation environment should be performed in several successive stages, which gradually clarify the sources of complications of transformation processes, and the possible dynamics of their directions and intensity. In this regard, the analysis should begin with a diagnosis of domestic production and sales potential, the results should be supplemented by an analysis of the financial position of the enterprise, and finally clarify the most unfavorable players in the external innovation environment.
and ways to neutralize their negative impact. The analysis of the internal innovative potential of
tourist enterprises is connected with the analysis of its production base, property condition, as well
as the marketing analysis of the enterprise’s ability to intensively realize internal opportunities. This
analysis is the first stage of diagnosing the favorable conditions for innovative transformations and
involves the processing of operational and reporting information of the enterprise for a period of not
less than three years. The expediency of such an analysis increases significantly in connection with
the establishment of ways to neutralize external threats through internal reserves of innovation
activity of tourism enterprises. At this stage, it is necessary to apply methods of mathematical
modeling of economic processes, which makes it possible to quantify the depth, efficiency and risk of
transformation.

References