

N. Boretska,*DrHab (Economics)*, Professor,

ORCID 0000-0003-2372-2519,

e-mail: nataliya-boretskaya@ukr.net,

*Kiev National University of Technology and Design,***G. Krapivina,***PhD (Public Administration)*, Associate Professor,

ORCID 0000-0002-9549-2794,

e-mail: galina3910@gmail.com,

Priazovsky State Technical University, Dnipro

DIRECTIONS OF RESEARCH THE DEVELOPMENT OF THE TOURISM AND RECREATIONAL SPHERE AS AN OBJECT OF STATE ADMINISTRATION

Introduction. The tourism and recreation sector over the years of its development has proved that it is a flexible, dynamic, multi-efficient industry that can provide employment, stable profitability and profitability.

In the context of the aggravation of the economic situation caused by military aggression on the territory of Ukraine, the issue of determining the priorities for the resumption of economic development is particularly acute. And in this plane, the development of tourism and recreation on the basis of public-private partnership will combine the potential of business and government in determining the development strategy, attracting investment, ways to implement and achieve sustainable development of all participants.

Despite the fact that a sufficient number of scientific works are devoted to public-private partnership in the field of tourism and recreation, in particular, V. Varnavsky, A. Gavrilyuk, L. Gritsenko, G. Dragan, S. Zakharova, A. Kalchenko, V. Karp, D. Norda, G. Shevchenko and other, however, an effective mechanism for managing these processes has not yet been substantiated, the legislative framework has not been restored, and there are no forms and methods to take into account the economic interests of all participants in the process [1-4].

Selection of previously unsolved parts of a common problem. The cluster approach as a methodological basis for creating a cluster model for the development of tourism and recreation on the basis of public-private partnership needs special attention and rethinking. This combination allows taking into account regional and interregional interests, highlighting priorities for the development of the resource base of the cluster and focusing the efforts of state bodies and business structures on the further development of infrastructure, on innovative and investment development and increasing the competitiveness of services for tourism and recreation.

The purpose of the article is to justify the use of the cluster approach and public-private partnership for the restoration of territories suitable for tourism and recreation.

Main part. The current state of the economy in Ukraine requires a new approach to the processes that take place in the tourism and recreation industry. This is due to the emergence of problems of management and development of territories suitable for tourism and recreation.

The tourism and recreation industry has a number of features and characteristics that make the cluster approach particularly relevant in the development of this industry: geographical localization of the places of creation and consumption of tourism and recreation services; the presence of intersectoral relations; intangible nature of the product of the tourist and recreational direction; the predominance of small and medium-sized businesses (Table 1).

The application of the concept of clusters in the tourism and recreation industry is very appropriate, given that the product for tourism and recreation is directly related to local resources suitable for tourism and recreation; needs interaction between enterprises of the region and state bodies; leads to the creation of a chain of interacting economic entities concentrated in a certain territory.

The main method for the development of tourism and recreation infrastructure should be a cluster approach, in which a strategy is implemented to stimulate a limited number of subjects of the country, within the framework of selected promising investment projects to create clusters of tourism and recreation.

A tourism and recreation cluster is a group of territorially neighboring and interacting companies, scientific, educational and public organizations, state administrations that interact on the basis of public-private partnership, which form and implement tourism and recreation products and services for tourists and

Composition and characteristic features of the tourist and recreational cluster

Composition of subjects	Features of activity	Characteristics of the product
Companies. Scientific and educational organizations. NGOs. State administration bodies	<ul style="list-style-type: none"> - Geographical: neighboring; availability of resources suitable for tourism and recreation; localization of the places of creation and consumption of the product for tourism and recreation; placement near developed infrastructure. - Organizational and economic: interaction on the basis of public-private partnership; presence of inter-branch connections; predominance of small and medium-sized businesses; flexibility of composition, boundaries, change and internal structure. - The priority role of state bodies 	<ul style="list-style-type: none"> - Directly connected with local resources. - It requires the cooperation of enterprises and state administration of the territory. - It leads to the creation of a chain of interacting business entities that are concentrated in a certain territory. - Intangible nature and complexity of the product. - Production does not have a clear permanent sequence

vacationers. based on the use of potential territory suitable for tourism and recreation.

Clusters of tourist and recreational destinations have a number of features, which are as follows:

availability of unique resources suitable for tourism and recreation (natural and man-made objects of display and attracting the interest of tourists and recreants), on the basis of which tour operator companies can create unique products and services;

flexibility of the composition, boundaries, changes and structure of the cluster of tourist and recreational destinations. This is manifested in the free accession of enterprises and organizations to the cluster and the exit from it, the fuzziness and variability of geographical boundaries, the location both within administrative regions and at the junction of several territorial entities;

location near the developed infrastructure necessary for doing business in tourism and recreation, which ensures the interaction of the elements of the cluster and its functioning as a single economic organism, facilitates the transfer of knowledge and technology;

the result of the work of enterprises of the tourist and recreational cluster is a set of services, each of which is itself complex. Their quality is assessed by consumers (tourists and recreants) and depends on many characterizing factors: upbringing, age, cultural traditions, habits, etc. and determines the demand, maintaining and improving the position in the tourism and recreation market in relation to competitors. Therefore, for a cluster of tourist and recreational destinations, it is of great importance to impart and promote not the properties of the product, but real benefits and profitability for its client;

the production of services in the tourism and recreation cluster does not have a clear permanent sequence, as, for example, in the industrial cluster. But the composition of services included in each tourist and recreational product is different and depends on the

choice of a particular consumer (tourist or recreant), and their minimum number is determined by law;

the priority role of public administration, which initiates and/or supports initiatives to form tourism and recreational clusters that determine sustainable functional and economic ties between organizations focused on meeting public needs in tourism and recreation. Interaction can take place in meeting formats; legally formalized relations between firms; creation of associations, unions, partnerships.

Members of the tourism and recreation cluster are tourism and recreation companies themselves, representatives of public organizations, government, educational, scientific and research structures, etc. – interact with each other in the context of a complex interweaving of competition and cooperation with the leading function of public administration and scientific and methodological support.

The resource prerequisites include the following groups of resources that determine the feasibility of creating a cluster: real resources suitable for tourism and recreation; administrative resource; labor potential; financial resources; general infrastructure and infrastructure for tourism and recreation; scientific and technological infrastructure; information infrastructure (Table 2).

The cluster organization of the territory, which is suitable for tourism and recreation, has clear advantages: for public administration: the number of taxpayers and the taxable base increase (because small and medium-sized business management centers, as a rule, are located on the same territory as the business itself); there is a convenient tool for interacting with business; reduced dependence on individual business groups; there are grounds for diversifying the economic development of the territory.

With the help of clusters, public administration can effectively use new market trends for the social and economic development of the region, combine

Table 2

Resource preconditions and feasibility of creating a cluster of tourist and recreational destinations

Resource prerequisites	Benefits of creating
<ul style="list-style-type: none"> - Resources suitable for tourism and recreation. - Administrative resource. - Labor potential. - Financial resources. - General infrastructure and infrastructure for tourism and recreation. - Scientific and technological infrastructure. - Information infrastructure 	<ul style="list-style-type: none"> - For public administration: <ul style="list-style-type: none"> increase in the number of taxpayers and the tax base; emergence of a convenient tool for interaction with business; reduction of dependence on individual business groups; emergence of grounds for diversification of the territory's economic development; providing state administration with tools for effective interaction with business; a deeper understanding of the characteristic indicators and tasks of the tourism and recreation cluster; purposeful, real and motivated strategic planning of regional resources, territorial development; a sharp increase in the effectiveness of initiatives to stimulate the entrepreneurial activity of the population by subsidizing training and retraining programs. - For business: <ul style="list-style-type: none"> a significant reduction of the barrier to entering the product sales markets, supply of raw materials and labor force. - For society: <ul style="list-style-type: none"> improving the welfare of the population; infrastructure development; reduction of unemployment; stimulation of labor productivity improvement; implementation of innovations

assessments within the cluster (as a member of the cluster) and understanding of external macroeconomic factors, social and political trends and realities.

That is, a cluster approach:

provides the state administration with tools for effective interaction with business; a deeper understanding of its characteristic indicators and tactical tasks; the possibility of purposeful, real and motivated strategic planning of regional resources, territorial development; a sharp increase in the efficiency of initiatives aimed at stimulating the entrepreneurial activity of the population (in particular, subsidizing training and retraining programs, which opens up new opportunities for entrepreneurs, workers and specialists);

allows business to significantly reduce the barrier to entering the product sales markets, supply of raw materials and labor force;

creates attractions for society: improving the welfare of the population, developing infrastructure, reducing unemployment, stimulating increased labor productivity, introducing innovations.

Business and public administration can jointly, relying on the authority and knowledge of the cluster: look for ways to promote their initiatives most effectively through central structures; prepare draft laws; to lobby at the central level for the passage of regional and industry initiatives.

Within the framework of the cluster, there is constant interaction, which contributes to: formal and informal exchange of knowledge; cooperation between organizations; technology and knowledge transfer. For example, subsidizing personnel training and retraining programs, which opens up new opportunities for entrepreneurs, workers and specialists.

The principles of public-private partnership, i.e. institutional and organizational cooperation between public administration and business for the purpose of implementing socially significant projects, should be the basis of the functioning of the tourism and recreation cluster. Many countries practice this principle in those industries where the state does not have enough money, but which cannot be completely transferred to private hands.

The most effective development of clusters on the basis of public-private partnership is currently implemented in the field of tourism and recreation. It is here that certain preferential conditions are formed regarding the implementation of investment projects for the development of tourism and recreation.

The main tools of public-private partnership include: elimination of legislative and procedural

obstacles, preparation of investment platforms, creation of coordinating (managing) organizations, concessions of various types, state benefits, transfer of objects for

long-term use on preferential terms (leasing, object management) (Table 3).

The main problems of the formation and development of clusters of tourism and recreation on the basis of public-private partnerships are currently:

lack of professional personnel from the organization of tourism and recreation, capable of

understanding all the advantages and benefits of such a form of cooperation [5-7];

low receptiveness of managers to innovations;

lack of practice of strategic planning of activities in tourism and recreation, taking into account public-private partnership;

Table 3

Main tools and problems of implementing the foundations of public-private partnership in tourism and recreation clusters

Tools of public administration influence	The main problems
<ul style="list-style-type: none"> - Elimination of legislative and procedural obstacles in the activity and development of the tourism and recreation cluster. - Preparation of investment sites. - Creation of coordinating and managing organizations. - Concessions of various types. - State benefits. - Transfer of objects for long-term use (leasing, management) 	<ul style="list-style-type: none"> - Lack of professional personnel from the organization of tourism and recreation, suitable for work in appropriate conditions. - Low receptiveness of managers to innovations. - Lack of practice of strategic planning of activities in tourism and recreation in the conditions of public-private partnership. - Problems with regional quality infrastructure for tourism and recreation and transport accessibility of regions of the country. - A long period of "launch" of the cluster of tourist and recreational destinations.

problems with regional quality infrastructure for tourism and recreation and transport accessibility of the country's regions;

a long period of "launch" of a cluster of tourist and recreational destinations (about 3 years).

The structure of the tourist and recreational destination cluster can be represented as three segments. First of all, this is the "core of the cluster" - tour operators and travel agents who are engaged in the creation, promotion and sale of a product for tourism and recreation; use the services of related enterprises and organizations (public catering, hotel infrastructure, etc.) to create a product for tourism and recreation; make up the potential of the territory suitable for tourism and recreation; determine the functional feature of the product for tourism and recreation; are in close interaction with public administration and public structures (which may be included in the core); determine the type and state of the cluster (Table 4).

The next segment is the "base of the cluster", that is, enterprises serving tourists and recreants, whose services constitute the essence of the product for tourism and recreation, the formal relations of tour operators with them are legally formalized and without these enterprises the existence of the cluster is impossible, namely: transport services; nutrition; hotel service; relaxation; treatment; entertainment. As well as related enterprises serving the cluster, which provide additional and related services to tourists and vacationers, lead to an increase in cluster income, improve the quality of services for tourists and vacationers through consumer services, rental, exhibition complexes, souvenir companies, insurance and financial organizations, retailers.

The cluster infrastructure ensures the normal operation of all parts of the cluster and contains in its structure a common infrastructure - a set of engineering, transport, communication, energy and other facilities and structures that ensure the normal life of the region;

special infrastructure for tourism and recreation - access roads on the territories of tourism and recreation facilities, hiking trails, autonomous sewerage and disposal systems, separate networks and energy facilities, telecommunications; information infrastructure – tourist and recreational information centers, websites, tourism and recreation offices in target markets and information facilities located in settlements.

The entire infrastructure of the cluster creates a platform for its operation and defines its spatial and functional limitations. Infrastructure that does not meet the needs of the tourist and recreational cluster in terms of its level of development becomes a brake on further development, deforms the frame and structure of the cluster.

A great influence on the development of a cluster of tourist and recreational destinations is its external environment: economic, political, regulatory, natural, socio-cultural and information.

The economic environment is characterized by the level of development and the state of the economy. The development of tourism and recreation clusters is greatly influenced by political stability, which greatly affects the overall economic situation. In addition, one should take into account the economic situation in the country or region where the main tourist flows come from.

The socio-cultural environment determines the mentality of the local population, traditions, inclinations and habits in recreation, attitudes towards visitors, other cultures, etc.

The natural environment is determined by the resources and additional conditions for the development of tourism and recreation activities in the territory. On the basis of key natural resources (as well as cultural and historical), a specialization of a cluster of tourism and recreational areas can be formed.

Structure of the tourist and recreational destination cluster

Cluster segment	Cluster segment components
The core of the cluster: tour operators and travel agents	<ul style="list-style-type: none"> - They create, promote and sell products for tourism and recreation. - Use the services of related enterprises and organizations. -Constitute the potential of the territory suitable for tourism and recreation. - Determine the functional feature of the product for tourism and recreation. - They are in close interaction with the state administration and public structures. - Determine the appearance and state of the cluster
The basis of the cluster: enterprises serving tourists and vacationers; related enterprises serving the cluster	<ul style="list-style-type: none"> - Transport service. - Food. - Hotel service. - Vacation. - Treatment. - Entertainment. - Provide tourists and vacationers with additional and related services: household services, rental, exhibition complexes, produce souvenirs, insurance organizations, financial organizations, retail enterprises
Cluster infrastructure	<ul style="list-style-type: none"> - General infrastructure: engineering, transport, communication, energy and other means and facilities that ensure the normal life of the region. - Special infrastructure for tourism and recreation: access roads in the territories of tourism and recreation facilities, footpaths, autonomous sewerage and disposal systems, separate networks and facilities of energy, telecommunications. - Information infrastructure: information centers for tourism and recreation, websites, tourism and recreation offices in target markets and information facilities located in settlements

The particular importance in the formation of clusters of tourist and recreational destinations is the regulatory, legal and political environment. The development of tourism and recreation depends on local (regional) government agencies.

A cluster of tourist and recreational destinations can be formed both at the local level (the level of communities and individual settlements) and at the regional level. There are also examples of inter-regional clusters of tourism and recreation.

Depending on the scale of the tasks and the possibilities of the territory, mono- and polyfunctional clusters are distinguished. Usually, the complexity of the cluster structure occurs as a result of the historical experience of space development in the direction of tourism and recreation.

A monofunctional cluster ensures the development of a certain, one direction of tourism or recreation, which is key for this territory. The multifunctional cluster ensures the development of both the main and additional types of tourism and recreation, which have

developed over time during the development of the space of the territory suitable for tourism and recreation. The process of complication occurs as the cluster of tourist and recreational destinations develops and is expressed in a change in its boundaries and geographical framework.

Conclusions and offers. Therefore, despite the hostilities in which Ukraine is located, today it is important to find priority sectors that will contribute to the restoration of economic development. Among them, a special place belongs to the sphere of tourism and recreation, which, according to world practice, is able to recover in a short time not only by itself, but also contribute to the development of related industries. The efficiency and optimality of the implementation process is achieved on the basis of public-private partnership, the methodological basis of which is the cluster approach and the cluster model. This contributes to a synergistic effect and brings the sphere of tourism and recreation to a qualitatively new level of management and interaction.

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Борецька Н. П., Крапівина Г. О. Напрями дослідження розвитку туристично-рекреаційної сфери як об'єкта державного управління

Стаття присвячена можливостям застосування кластерного підходу на основі державно-приватного партнерства в розвиток туристсько-рекреаційних територій в період відновлення економічного розвитку України. Такий підхід, хоч і отримав значне розповсюдження, але сьогодні потребує глибокого переосмислення та обґрунтування ефективних шляхів застосування на всіх рівнях державного управління з урахуванням інтересів бізнесу та держави в особливих умовах, які склалися в Україні. У статті обґрунтовано ресурсні передумови та доцільність створення туристично-рекреаційного кластера, його склад та характерні ознаки. Розкрито сучасні проблеми формування та розвитку туристично-рекреаційних кластерів на засадах державно-приватного партнерства та запропонована його структура, яка включає три сегменти: ядро у складі туроператорів та турагентів; основу кластера, тобто підприємства обслуговування туристів та рекреантів, суміжні підприємства, які обслуговують кластер; інфраструктуру кластеру. Доведено, що для визначення оптимальної структури кластеру не тільки з точки зору його складових, але й з урахуванням просторового підходу необхідне дослідження туристично-рекреаційного ринку територій. Не менш важливим для обґрунтування розвитку туристсько-рекреаційних територій є дослідження вільного часу населення та можливостей ринку праці задовольнити потреби бізнес-структур.

Ключові слова: туристично-рекреаційна територія, державно-приватне партнерство, кластерний підхід, туристично-рекреаційні ресурси, структура туристично-рекреаційного кластеру.

Boretska N., Krapivina G. Directions of Research the Development of the Tourism and Recreational Sphere as an Object of State Administration

The article is devoted to the possibilities of applying the cluster approach based on public-private partnership in the development of tourist and recreational areas during the period of restoration of the economic development of Ukraine. Although this approach has become widespread, today it requires a deep rethinking and justification of effective ways to apply it at all levels of government, taking into account the interests of business and the state in the special conditions that have developed in Ukraine. The article substantiates the resource prerequisites and the feasibility of creating a tourist and recreational cluster, its composition and characteristic features. The modern problems of formation and development of tourist and recreational clusters on the basis of public-private partnership are revealed and its structure is proposed, which includes three segments: a core consisting of tour operators and travel agents; the basis of the cluster, that is, enterprises serving tourists and recreants, related enterprises serving the cluster; cluster infrastructure. It is proved that in order to determine the optimal structure of the cluster, not only in terms of its components, but taking into account the spatial approach, it is necessary to study the tourist and recreational market of territories. No less important for justifying the development of tourist and recreational areas is the study of the free time of the population and the possibilities of the labor market to meet the needs of business structures.

Keywords: tourist and recreational area, public-private partnership, cluster approach, tourist and recreational resources, structure of the tourist and recreational cluster.

