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**INTEGRATIVE APPROACH AND CLUSTERIZATION
AS ELEMENTS OF EFFECTIVE TOURISM INDUSTRY
MANAGEMENT IN THE CONDITIONS OF
SUSTAINABLE DEVELOPMENT**

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THE PURPOSE OF THE SCIENTIFIC ARTICLE is to study the meaning and application of effective management of the tourism industry in the context of sustainable development using an integration approach and clustering.

RESEARCH METHODS. The article used such scientific general economic methods as the method of grouping and classification, the method of structural and logical analysis, the graphical and tabular method, etc.

PRESENTING MAIN MATERIAL. The integration approach and clustering acquire key features as elements of management of the tourism industry in the conditions of sustainable development, where the integration of various sectors, such as the hotel business, transport, cultural events and others, create a comprehensive and balanced tourism product. Clustering allows combining similar regions or services for joint development. Application of these approaches will improve competitiveness and ensure effective use of tourism potential. An integrative approach to the management and development of the tourism industry can be a powerful tool for creating a holistic and effective environment. This means the joint action of various stakeholders, such as government bodies, local communities, businesses, and even non-profit organizations. Clustering of tourism development contributes to the effective use of resources, increasing competitiveness and creating a sustainable tourist destination. An integrative approach to the management and development of the tourism industry consists in close cooperation of various stakeholders and sectors, as well as in taking into account the interrelationships between various aspects of tourism. Key elements of the integration approach in the tourism industry include: industry integration; local integration; technological integration; cultural integration; sustainability and responsible tourism. The peculiarity of tourist clusters is that they contribute to increasing the attractiveness of the region for tourists, increase the quality and variety of tourist services, and contribute to the growth of the economy and the

creation of new jobs. In Ukraine, the concept of an integrative approach to the management and development of the tourism industry is key to creating a sustainable and competitive tourism system.

CONCLUSIONS. Because of the study, it was found that the integration approach and clustering could be key elements of effective management of the tourism industry in terms of sustainable development. It has been established that an integrative approach involves cooperation between different stakeholders in the industry to achieve common sustainable development goals, which may include the exchange of information, resources and joint projects. It has been proven that clustering can help to group tourism enterprises and regions according to common characteristics or goals, which contributes to more effective management of resources, development of joint marketing strategies and increased competitiveness. It has been established that together these approaches can contribute to the creation of a more sustainable and efficient tourism industry, contributing to economic growth and the preservation of natural and cultural resources. It has been proven that the concept of an integrative approach to the management and development of the tourism industry of Ukraine includes a number of key aspects that contribute to the joint activities of various interested parties, namely: strategic planning; creation of tourist clusters; infrastructure development; marketing and promotion; education and training; protection of nature and cultural heritage; public participation; monitoring and evaluation. It has been established that the integration approach and clustering as elements of effective management of the tourism industry in conditions of sustainable development require close cooperation between government bodies, business, the public and other parties in order to create an integrated and sustainable tourism system in Ukraine.

KEYWORDS: integration approach; clustering; effective management; tourism industry; sustainable development; tourism product; competitiveness; tourism potential; tourism cluster; concept; tourism system.

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ІНТЕГРАЦІЙНИЙ ПІДХІД ТА КЛАСТЕРИЗАЦІЯ ЯК ЕЛЕМЕНТИ ЕФЕКТИВНОГО УПРАВЛІННЯ ТУРИСТИЧНОЮ ГАЛУЗЗЮ В УМОВАХ СТАЛОГО РОЗВИТКУ

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МЕТОЮ НАУКОВОЇ СТАТТІ є дослідження значення та застосування ефективного управління туристичною галуззю в умовах сталого розвитку за допомогою інтеграційного підходу та кластеризації. **МЕТОДИ ДОСЛІДЖЕННЯ.** В статті було використано такі наукові загальноекономічні методи як: метод групування та класифікації, метод структурно-логічного аналізу графічно-табличний метод та ін.

ВИКЛАД ОСНОВНОГО МАТЕРІАЛУ. Інтеграційний підхід та кластеризація набувають ключових ознак як елементів управління туристичною галуззю в умовах сталого розвитку, де інтеграція різних секторів, таких як готельний бізнес, транспорт, культурні заходи та інші, створюють комплексний та збалансований туристичний продукт. Кластеризація дозволяє об'єднати подібні регіони чи послуги для спільного розвитку. Застосування цих підходів дозволить покращити конкурентоспроможність та забезпечити ефективне використання туристичного потенціалу. Інтеграційний підхід до управління та розвитку туристичною галуззю може бути потужним інструментом для створення цілісного та ефективного середовища. Це означає спільну дію різних стейкхолдерів, таких як урядові органи, місцеві громади, підприємства, та навіть неприбуткові організації. Кластеризація туристичного розвитку сприяє ефективному використанню ресурсів, підвищенню конкурентоспроможності та створенню сталого туристичного напрямку. Інтеграційний підхід до управління та розвитку туристичною галуззю полягає в тісному співробітництві різних зацікавлених сторін і секторів, а також у врахуванні взаємозв'язків між різними аспектами туризму. До ключових елементів інтеграційного підходу в туристичній галузі відносять: галузеву інтеграцію; локальну інтеграцію; технологічну інтеграцію; культурну інтеграцію; сталість та відповідальний туризм. Особливість туристичних кластерів полягає в тому, що вони сприяють збільшенню привабливості регіону для туристів, підвищують якість та різноманітність туристичних послуг, а також сприяють зростанню економіки та

створенню нових робочих місць. В Україні концепція інтеграційного підходу до управління та розвитку туристичної галузі є ключовою для створення стійкої та конкурентоспроможної туристичної системи.

ВИСНОВКИ. В результаті дослідження було з'ясовано, що інтеграційний підхід та кластеризація можуть бути ключовими елементами ефективного управління туристичною галуззю в умовах сталого розвитку. Встановлено, що інтеграційний підхід передбачає співпрацю між різними стейкхолдерами в галузі для досягнення спільних цілей сталого розвитку, що може включати обмін інформацією, ресурсами та спільними проектами. Доведено, що кластеризація може допомогти групувати туристичні підприємства та регіони за спільними характеристиками чи цілями, що сприяє ефективнішому управлінню ресурсами, розвитку спільних маркетингових стратегій та збільшенню конкурентоспроможності. Встановлено, що разом ці підходи можуть сприяти створенню більш стійкої та ефективної туристичної галузі, сприяючи економічному зростанню та збереженню природних та культурних ресурсів. Доведено, що концепція інтеграційного підходу до управління та розвитку туристичної галузі України включає ряд ключових аспектів, які сприяють спільній діяльності різних зацікавлених сторін, а саме: стратегічне планування; створення туристичних кластерів; розвиток інфраструктури; маркетинг і просування; освіта та навчання; захист природи та культурної спадщини; участь громадськості; моніторинг та оцінка. Встановлено, що інтеграційний підхід та кластеризація як елементи ефективного управління туристичною галуззю в умовах сталого розвитку передбачають тісну співпрацю між урядовими органами, бізнесом, громадськістю та іншими сторонами з метою створення інтегрованої та сталої туристичної системи в Україні.

КЛЮЧОВІ СЛОВА: інтеграційний підхід; кластеризація; ефективне управління; туристична галузь; сталий розвиток; туристичний продукт; конкурентоспроможність; туристичний потенціал; туристичний кластер; концепція; туристична система.

Statement of the problem. The coordinated application of the integration approach and clustering are key components of effective management of the tourism industry in terms of sustainable development, providing favorable conditions for all participants in the industry and contributing to the sustainable and responsible development of tourism. The integration approach and clustering significantly improve the management of the tourism industry in the context of sustainable development, where the integration approach promotes the cooperation of various stakeholders and resources in the industry, while ensuring harmonious development. Clustering allows you to identify groups of similar objects or services, which allows you to effectively direct efforts to the development of specific segments of the tourist market (Atamanchuk, 2023).

The integration approach and clustering acquire key features as elements of management of the tourism industry in the context of sustainable development, where the integration of various sectors, such as the hotel business, transport, cultural activities and others, creates a comprehensive and balanced tourism product. Clustering allows to combine similar regions or services for joint development, but it is also important to take into account socio-cultural and environmental aspects to ensure sustainable development. Application of these approaches will improve competitiveness and ensure effective use of tourism potential (Berkova, 2018).

Analysis of publications on the problem. Actual questions regarding the use of the integration approach and clustering for the purpose of effective management of the tourism industry in conditions of sustainable development were considered by many scientists, among the main ones are: T. Aleksieieva, Z. Atamanchuk, N. Boretska, H. Krapivina, I. Marchenko, Yu. Borutska, O. Krupa, N. Stoiko, N. Homolska, Yu. Tymchyshyn-Chemerys, M. Ihnatenko, L. Levaieva, O. Antonov, O. Klok, V. Mazur, O. Halko, L. Marmul, I. Romaniuk, O. Marchenko, L. Matviichuk, A. Vasylchynko, Yu. Dashchuk, I. Melnyk, B. Miziuk, Yu. Myronov, R. Mudrak, N. Moisieieva, M. Ohiienko, Yu. Liubarov, O. Perepeliukova, O. Rodina, O. Khytra, V. Khudaverdiieva, I. Shamara and others. However, the issue of the implementation of the integration approach and clustering in the tourism industry is not fully resolved, which in turn encourages further research on this topic.

Statement of the main results. An integrative approach and clustering can be powerful tools for effective tourism management, as the integration of different aspects and the application of clustering can help deal with complexity and increase coherence in the tourism industry (Cherneha, 2022; Drebot and Babikova, 2021).

The peculiarity of the study of effective management of the tourism industry in conditions of sustainable development with the help of an integration approach and clustering is as follows: these concepts must be considered

through the prism of their importance in the context of tourism and sustainable development (Table 1).

Table 1

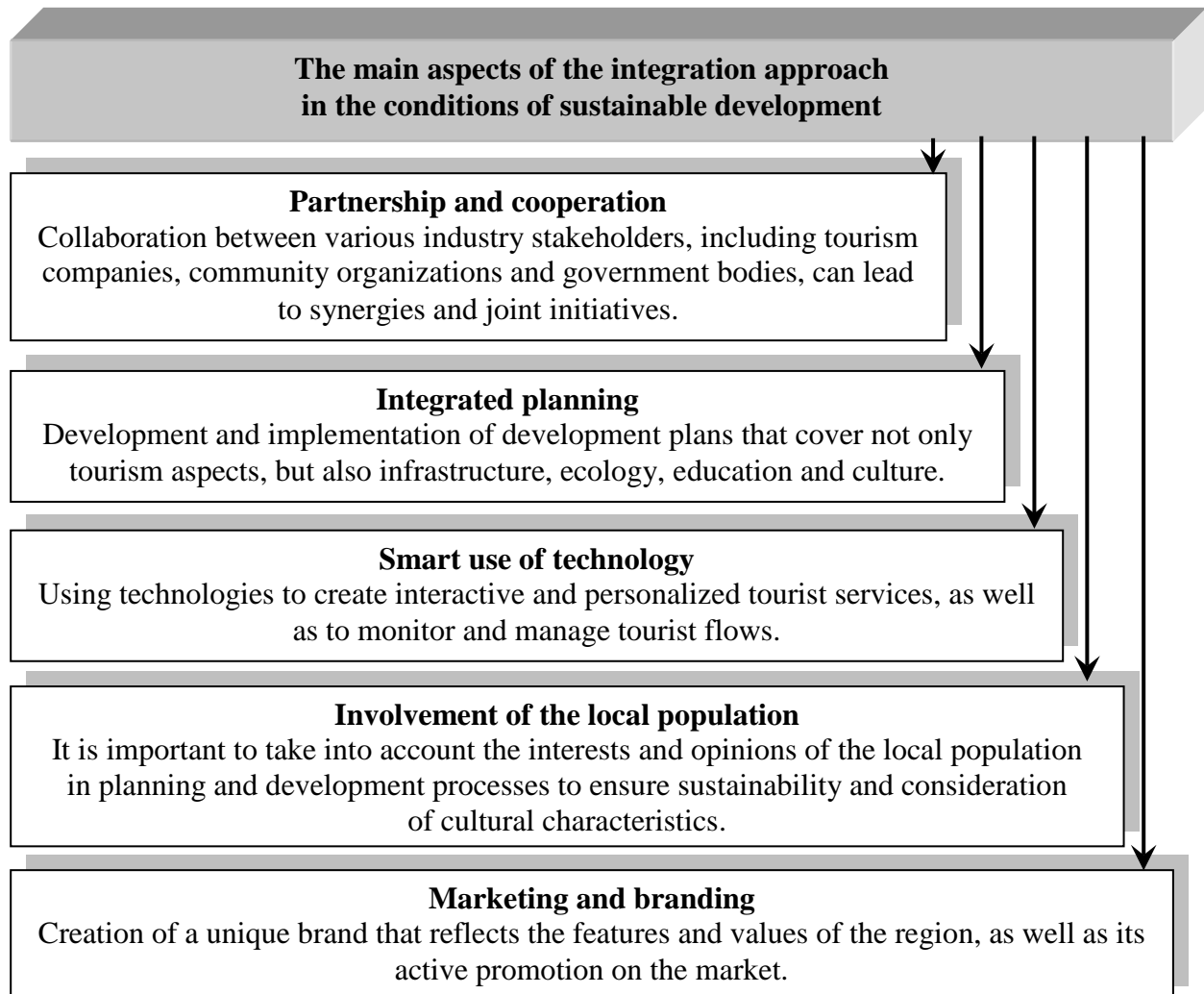
The importance and application of effective management of the tourism industry in conditions of sustainable development using an integration approach and clustering

| Approach | Meaning | Characteristic |
|---|------------------------|--|
| Integration approach | Importance | An integrative approach means combining various elements and aspects of the tourism industry into a single, well-directed mechanism. This may involve collaboration between different industries, government bodies, local communities and other stakeholders. |
| | Application in tourism | In the context of tourism, this may include the integration of services, infrastructure and various types of tourism (cultural, environmental, sports, etc.). Ensuring interaction between different players and developing integrated approaches to problems and opportunities. |
| Clustering | Importance | Clustering refers to the grouping of similar elements into related groups. In tourism, this can refer to the grouping of regions or locations with similar attributes, which can facilitate effective management. |
| | Application in tourism | The creation of tourist clusters can contribute to the optimization of marketing strategies, the development of common resources and services, as well as to increase the competitiveness and sustainability of tourism development in a certain area. |
| Effective management in conditions of sustainable development | Importance | Effective management of the tourism industry in terms of sustainable development requires a balanced approach to the economic, social and environmental aspects of tourism. An integrative approach and clustering can help develop tourism in such a way as to ensure the preservation of natural and cultural resources, improve the quality of services and the satisfaction of tourists. |
| | Application in tourism | Effective management of the tourism industry in terms of sustainable development requires a balanced approach to the economic, social and environmental aspects of tourism. An integrative approach and clustering can help develop tourism in such a way as to ensure the preservation of natural and cultural resources, improve the quality of services and the satisfaction of tourists. |

Source: built by the authors on the basis of (Haponenko and Shulha, 2020; Khudaverdiieva, 2022).

An integrative approach to the management and development of the tourism industry can be a powerful tool for creating a holistic and effective environment. This means the joint action of various stakeholders, such as government bodies, local communities, businesses, and even non-profit

organizations. Among the main aspects of the integration approach, the following are highlighted (Fig. 1).

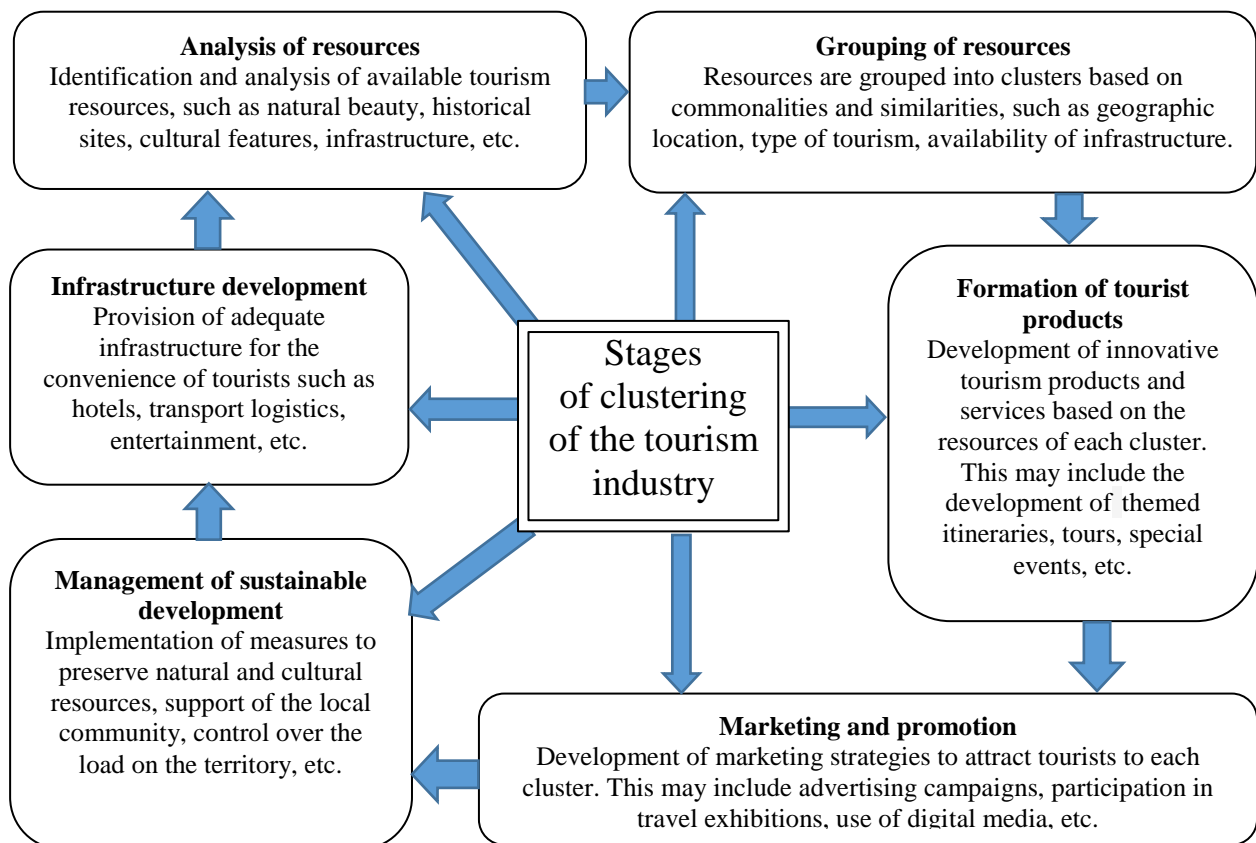


Source: built by the authors on the basis of (Khytra, 2022; Kobchenko, 2020; Lisovyi and Dolha, 2020).

Fig. 1. The main aspects of the integration approach in the context of sustainable development

Clustering of tourism development is a strategic approach to the management and development of the tourism industry, which involves the grouping of various tourism resources and facilities for the effective use of their potential. This approach makes it possible to create competitive tourist destinations, promote an even distribution of the tourist load and ensure the sustainable development of territories (Puzyrova, 2022 a). The main stages of clustering of tourism development are shown in fig. 2.

Clustering of tourism development contributes to the effective use of resources, increasing competitiveness and creating a sustainable tourist destination (Mazur and Halko, 2022).



Source: built by the authors on the basis of (Mykhailichenko and Dvorska, 2022; Olshanska and Kotsenko, 2015).

Fig. 2. The main stages of clustering of the tourism industry in conditions of sustainable development

An integrative approach to the management and development of the tourism industry consists in close cooperation of various stakeholders and sectors, as well as in taking into account the interrelationships between various aspects of tourism (Mudrak and Moisieieva, 2018). Key elements of the integration approach in the tourism industry include:

- industry integration: public-private partnership (cooperation between government bodies, the private sector and the public for the joint development of tourism); cooperation between different sectors (taking into account the interrelationships of tourism with other sectors, such as transport, culture, education and others);

- local integration: infrastructure development (joint investment in tourist infrastructure that serves various aspects of the tourist experience); preservation of nature and cultural values (ensuring the development of tourism that respects and supports local ecosystems and cultural traditions);

- technological integration: use of information technologies (development of electronic platforms for easy access to information about tourist services and

resources); digital marketing (application of digital strategies to promote a tourism product and attract an audience);

– cultural integration: involving the local population (taking into account the interests and views of the local population in the development of tourism); development of authentic tourist offers (creation of unique and authentic tourist experiences);

– sustainability and responsible tourism: environmental and social standards (implementation of standards and policies aimed at preserving the environment and social responsibility).

Therefore, an integrative approach can contribute to the creation of a balanced and sustainable tourism environment and tourism clusters that benefit both tourists and the local population (Olshanska and Melnyk, 2017).

Tourist clusters are a concept of tourism development, which is based on the idea of uniting various tourist enterprises and services in a specific geographical area in order to increase competitiveness and create favorable conditions for the development of tourism in this region (Puzyrova, 2022 b).

The main principles and significance of tourist clusters are given in table 2.

Thus, tourism clusters are a strategic tool for creating a sustainable and competitive tourism region. The importance of tourist clusters is that they contribute to increasing the attractiveness of the region for tourists, increase the quality and variety of tourist services, and also contribute to the growth of the economy and the creation of new jobs.

In Ukraine, the concept of an integrative approach to the management and development of the tourism industry is key to creating a sustainable and competitive tourism system. We offer several key aspects of this concept in the context of Ukraine:

1. Cooperation between different levels of government. The integration approach includes active cooperation between the central and regional power structures, which allows ensuring the coherence of development strategies and taking into account the specifics of each region.

2. Involvement of industry players. It is necessary to take into account the opinion and interests of business representatives, the public and other industry players. Joint initiatives ensure more efficient use of resources and create favorable conditions for entrepreneurship in the field of tourism.

3. Development of tourist infrastructure. The integration approach involves joint efforts in the development of tourist infrastructure, such as hotels, transport system, entertainment, which allows to create a full-fledged tourist product.

4. Marketing and promotion. Joint marketing campaigns and promotion of the national tourist brand contribute to increasing the recognition and attractiveness of Ukraine for foreign tourists.

5. Education and training. The development of tourism involves improving the qualifications of personnel in the field of service, hotel business, guides and other areas directly related to tourism (Puzyrova, 2019).

Table 2

Basic principles and significance of tourist clusters

| <i>Basic principles of tourist clusters</i> | | <i>The main meaning of tourist clusters</i> | | | |
|---|-----------------------------|---|---------|---------------------------------|--|
| Principles | Geographic concentration | Tourist clusters are focused on a specific geographical area or location, where tourist resources and enterprises are combined. | Meaning | More efficient use of resources | The unification of tourist enterprises allows more efficient use of resources and ensures their interaction for joint development. |
| | Union of industries | Different industries of tourism, such as hotel business, restaurants, transport services, entertainment and others, are united for common development. | | Investment attraction | Tourism clusters can become more attractive to investors, as joint development can lead to higher returns. |
| | Cooperation and partnership | The development of tourism clusters is based on active cooperation and partnerships between various participants, such as business, public organizations, authorities and other stakeholders. | | Creation of new jobs | The development of tourist clusters contributes to the creation of new jobs in the region, which contributes to economic growth. |
| | Creating uniqueness | Clusters are aimed at creating a unique tourist product that stands out and attracts the attention of tourists. | | Increasing competitiveness | Clusters allow regions to compete on the global tourism market, representing the combined power of various industries. |
| | Attracting innovation | Using the latest technologies and innovations to improve the quality and efficiency of tourist services. | | Increasing tourist satisfaction | A wider range of services and a unique tourism product can increase tourist satisfaction and encourage repeat visits. |

Source: built by the authors on the basis of (Olshanska and Puzyrova, 2022; Prokopenko, 2019).

In general, the integration approach in the context of Ukraine is aimed at creating a favorable environment for the development of tourism, coordinated activities of all interested parties and ensuring sustainable growth of the tourism industry.

Conclusions. Therefore, we found that the integration approach and clustering can be key elements of effective management of the tourism industry in conditions of sustainable development. An integrative approach involves cooperation between different players in the industry, such as government bodies, business, and community organizations, to achieve common sustainable development goals, which may include sharing information, resources, and joint projects. It has been proven that clustering, on the other hand, can help to group tourism enterprises and regions according to common characteristics or goals, which contributes to more efficient management of resources, development of joint marketing strategies and increased competitiveness. Together, these approaches can contribute to a more sustainable and efficient tourism industry, contributing to economic growth and conservation of natural and cultural resources.

The concept of an integrative approach to the management and development of the tourism industry of Ukraine includes a number of key aspects that contribute to the joint activities of various stakeholders, namely:

- strategic planning (development of a joint strategy for the development of tourism, which takes into account the interests of all participants, including state bodies, industry representatives, local communities and business);
- creation of tourism clusters (formation of regional tourism clusters, where various enterprises and organizations can unite for joint work, exchange of resources and innovations);
- infrastructure development (joint investment in tourism infrastructure, such as hotels, transport, cultural facilities and other amenities that will contribute to the improvement of the tourism product);
- marketing and promotion (joining efforts for marketing campaigns and promotion of the tourism brand of Ukraine at the international level);
- education and training (joint programs of training and development of personnel in the field of tourism to ensure a high level of service and quality of services);
- protection of nature and cultural heritage (development and implementation of joint strategies for the preservation of nature reserves, architectural monuments and other objects of cultural heritage);
- public participation (involvement of local communities and public organizations in the decision-making process and development of the tourism industry at the regional level);
- monitoring and evaluation (establishing a system for monitoring and evaluating the effectiveness of strategy implementation so that adjustments can be made and results can be improved).

Therefore, the integration approach and clustering as elements of effective management of the tourism industry in conditions of sustainable development

require close cooperation between government bodies, business, the public and other parties in order to create an integrated and sustainable tourism system in Ukraine.

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