

# Development of Entrepreneurial Activity in the Tourist Cluster

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**Abstract** — The article is devoted to the research of integration processes of the subjects of the tourist business as a factor of increasing activity and efficiency. Nowadays the world and domestic experience shows effectiveness of the application of the clusters' theory in the field of tourism. Modern competitive advantages are almost completely ensured by the advantages of digitalization, innovation, management, organizations of services' promotion, that's why successful development of the entrepreneurial structures' competitiveness of the business sector is possible in the complex use of theories of the cluster mechanism and modern concepts of clustering. The authors propose the mechanism for the formation of the diversified tourist multicluster and the assessment of the clustering tourism's potential. This mechanism considers specifics of the Far Eastern Federal District's economic policy, which has developed at the present time. It is proposed the methodology for calculating the clustering potential of the tourist sphere, which includes the integral coefficients of localization, specialization, per capita production, heterogeneity of the tourist sphere, economic, innovative, social, ecological efficiency of the diversified tourist multicluster, etc.

**Keywords**— *entrepreneurship, tourism, development, cluster, efficiency*

## I. INTRODUCTION

The problems of integration, agglomeration, localization, specialization, etc. have been important for many years. The search for modern effective methods of organizing and managing business structures is always relevant for any territory of the Russian Federation, because it is directed to achieve the economic effect and also to obtain the synergetic effect at the social, ecological, territorial, scientific and other level. Tourism in the Russian Federation has two sides. On the one hand it has the attention of the governing bodies, but on the other hand it has many omissions that can cause significant losses on a strategic scale.

## II. RELEVANCE, THE SCIENTIFIC IMPORTANCE OF A QUESTION WITH THE SHORT REVIEW OF LITERATURE

Interest in the activity of clusters and innovative systems reflects the revival of the economic science's interest in the

issues of the economy's functioning at the regional level and understanding the importance of specific local resources in stimulating innovative opportunities and competitiveness of small and medium-sized businesses. A system of measures to stimulate the development of the Russian Federation tourism was sent to the interaction between business and the state [1,2,3,4]. At the same time it should be noted the multipolarity of the current situation, that's why this article is relevant and determines the complexity of the solution. From entrepreneurial structures, the tourism industry requires significant investments in investment to create, updates and modernizations of the main activity and infrastructure. The entrepreneur needs to take care of preservation, saving, restoring recreational and natural potential but not only as an environmental component, but also as a factor of the ensuring stability service business[ 5,6,7]. The variety of the consumers' needs in the tourism sector is not possible to satisfy the forces of individual business structures in small and medium-sized businesses. At the same time there is no uniform system of effective interaction between all participants. There are characteristic specific activity's features such as seasonality, territorial locality, dependence about interfaced spheres activity. For example, the development of education and science is for scientific and educational tourism, the economic development is for business tourism, the automotive infrastructure is for caravanning, etc. These features show the need to search effective organizational and economic mechanisms of interaction between various economic agents. The tourism sector has a significant synergistic effect, both for related industries and for the socio-economic development of the localization area.

## III. TASK DEFINITION

This article explains the organizational and economic content of the mechanism for the formation of a tourist cluster at the regional level and an assessment of the clustering tourism's potential.

The federal target program "The development of internal and entrance tourism in the Russian Federation on 2011-2018

and for 2019-2025” are one of the most difficult programs[8,9]. They help to develop regional tourism on the basis of cluster approach, which is concentrated on the limited territory of the enterprises and organizations which are engaged in development, production, advance and sale of a tourist product and also with the activity adjacent to tourism and recreational services. Realization of cluster approach in tourism has both the world, and domestic experience. In this article international experience’s researches of formation and tourist cluster’s functioning are systematized, that’s why it is necessary to mention about the most successful projects:

- The tourist cluster of South Carolina (USA) functions on the basis of the offer, which is integrated 11 geographical territories. There is the association’s center of the tourist market’s subjects on the basis of the geographical unit. There is a single centralized management. This cluster is characterized by insignificant state regulation, while using the research potential of the scientific and educational institutions of the territory and expanding interaction with national and local tourist organizations[10,11,12].
- The ski cluster Are (Sweden) has a single center and significant state influence. It is based on the system of the public-private partnership, with the purpose of synchronizing the activities of cluster members and ensuring the work’s effectiveness[13,14].
- The tourist cluster of New Zealand functions on the basis of the offer, which has 6 centers of the included territories. The ministry of New Zealand’s Tourism, public organizations in the sphere of tourism and hospitality and the consumer protection carry out active regulation of the multicenter. In this tourist region, connections between subjects are closer inside, than with subjects from other parts of a cluster[15,16].
- The South Indian tourist cluster has a single center with three hundred participants. The state, the volunteer movement and some public organizations carry out active regulation of it[11,14,15,16].

The researched clusters have unified features despite different specialization, geographical localization, the systems of interaction with participants and different customers, etc. It is important to notice that there are the following elements in the most successful clusters:

- the state plays one of the most significant role in formation and development of a tourist cluster;
- the introduction of innovative and breakthrough products of the tourism sector has system character;
- it is paid much attention to the ecological aspects;
- it is carried out the regular efficiency’s monitoring of cluster’s functioning.

#### IV. PRACTICAL SIGNIFICANCE, SUGGESTIONS AND RESULTS OF IMPLEMENTATION, THE RESULTS OF EXPERIMENTAL STUDIES

New products and tourism’s technologies provide high competitiveness and stable economic growth, it is shown by

the world practice of functioning of the most successful tourism’s subjects[15,16,17,18,19]. Considering the fact that modern competitive advantages are almost completely provided by advantages of digitalization, innovation, management, organization of services’ advance, the successful development of the industry’s competitiveness is possible with complex use of the cluster’s mechanism theories and modern concepts of a clustering. Nowadays three tourist cluster’s projects of the Far Eastern Federal District "The Emerald Ring", "Pidan" and "Primorsky Ring" have been formed on the basis of "anchor" projects. Each of these clusters has its own directivity. For example, "The Emerald Ring" is an autocenter with a center in the landscape and historical park "Emerald Valley"; "Primorsky Ring" is a tourist-recreational cluster, which has a center like sports and technical complex "Primring"; "Pidan" is a ski cluster, where complexes and recreation centers existing on its territory are the core. The first two clusters are conditionally mono-projects, where the infrastructure and parallel investment projects are created around "the center". Several objects act as the core of the "Pidan"[20]. Three Far East tourist and recreational clusters are planned to be created till the end of 2018. They are "Northern mosaic" in the Sakha (Yakutia) Republic, Amur in the Amur region and "the Island Big Ussuriysk – Shantara" in Khabarovsk Krai. It is also known about the project of the creation a new brand "The Eastern Ring of Russia", which unites 12 regions of Siberia and the Far East. In this case, the edge acts as a transport and tourist hub that accumulates and distributes tourist flows to other Russian territories. Along the transport Highway "Moscow-Vladivostok" new tourist zones are formed within the brand "Siberian route"[21].

The conducted research shows the expediency of creating a diversified tourist multicenter on the territory of the Far Eastern Federal District. The diversified tourist multicenter is a concentration of the most effective and interconnected types of economic activity, which have been based on set of the basic innovations for tourism’s branch, concentrated on a certain interval of time and in a certain economic space. The process of forming cluster structures is not standardized that’s why there is an opportunity to develop a unique diversified tourist multicenter of the Far Eastern Federal District which will correspond to all requirements of specifics of tourism’s branch.

It is necessary to influence on the directions of traditional ways of maintaining the individual tourist offers’ sector in the way of more mature market forms of management allowing to introduce innovative projects [22,23,24]. The Modern European experience shows the necessity to create a diversified tourist multicenter on the territory of the Far Eastern Federal District, but it is also necessary to involve small forms of management not only in the sector of the replicated tourist services’ supply, but also in the active development of innovative products. Development of small business should be carried out in two main directions - commercialization and their gradual transformation in full-fledged small farms. It can be achieved by providing them with support from municipal enterprises that will provide paid

services (technical assistance, assistance in selling products, renting services, etc.).

The second direction may be the provision of state for support of investment activities, when there are high costs for issuing a pledge of property and its deficiency for receiving the bank credits and other types of private investments in municipal unit, so it's important to create a non-commercial partnership "Municipal Education Development Fund" (based on the experience of the Birilyusskiy District of the Krasnoyarsk Territory, the Primorsky and Khabarovsk Territories, the Kirov and Penza Regions) for the operational management of the above programs' implementation.

The research's results allow to claim that small and medium-sized enterprises can make a significant contribution to the development and increase of tourism efficiency in a diversified tourist multicluster of the Far Eastern Federal District.

The efficiency of functioning of small farms in a diversified tourist multicluster of the FEFD will depend on the state support, cooperation and integration with other legal forms [25,26,27,28,29,30], development of infrastructure, public and private partnership. It is necessary to develop a unified scientific assessment and practical recommendations for the development of small farms both in tourism, and in region economy. It is necessary to support not only existing traditional infrastructure facilities, but also the development of new non-standard industries for the development of the tourism industry. Services of outsourcing and franchising of industry centers should be attributed to such objects. It is possible as a result of the creation and functioning in a diversified tourist multicluster FEFD.

The author's approach is proved by assessment of creation and development of tourist clusters with detection of their debatable provisions in the study of approaches. It has complex character which considers specifics of multiclustering. It provides eight stages' realization including assessment of potential of the tourist sphere's clusterization, activity's efficiency, synergetic effect taking into account influence on economic, innovative, ecological, social spheres of the region. This approach differs from existing ones. The first stage systematizes information about the actual state of individual tourist clusters' development of the Far Eastern Federal District. The second stage systematizes information about activity's weaknesses of clusters to realize projects which are directed to decrease in negative consequences of activity's specifics of separate clusters. The third stage reveals factors which influence on the development of tourist clusters as main components of a diversified tourist multicluster of the FEFD, for the subsequent leveling of their negative impact. The fourth stage involves studying the institutional aspects of the diversified tourist multicluster's development. The fifth stage estimates formation's efficiency of a diversified tourist multicluster by means of an integrated indicator ( $I$ ) of potential's assessment of the tourist sphere's clustering.

$$I = 5 \sqrt{I_{icl} * I_{ics} * I_{icpcp} * I_{ictsh} * I_{icdif}} \quad (1)$$

where  $I_{icl}$ ,  $I_{ics}$ ,  $I_{icpcp}$ ,  $I_{ictsh}$ ,  $I_{icdif}$  – integrated coefficient of localization, specialization, per capita production, the tourist sphere's heterogeneity, diversification.

The coefficient  $I_{icl}$  is determined on the calculation's basis of the localization coefficients for the tourist services' creation, the average monthly salary, investment, the number of small enterprises, and the credits.

The coefficient  $I_{ics}$  is determined on the basis of the specialization's coefficients in the tourism's production, sanatorium services, specialized and collective means of placement, hotels.

The coefficient  $I_{icpcp}$  is determined by the per capita production's coefficients of the tourist sphere's services, the one bed-day's costs, the tourist sphere's profits and retail turnover, including the restaurant industry, profit from excursion services.

The coefficient  $I_{ictsh}$  is calculated on the basis of the heterogeneity coefficients for passenger transportation, the excursion bureaus' number, leisure facilities, the foreign tourists' number and health professionals in sanatorium establishments.

The coefficient  $I_{icdif}$  is calculated on the basis of diversification coefficients, considers quantity of the economic activity's directions and their contribution to monetary income's formation of the enterprise. This index is determined by using the Herfindel-Hirschman's formula.

The sixth stage is results' assessment of geterogennostin's activity on the basis of the efficiency's integrated indicator:

$$I_{ef} = 4 \sqrt{I_{icecon} * I_{icinnov} * I_{icsoc} * I_{icecol}} \quad (2)$$

where  $I_{icecon}$ ,  $I_{icinnov}$ ,  $I_{icsoc}$ ,  $I_{icecol}$  - an integrated coefficient of economic, innovative, social, ecological efficiency of a diversified tourist multicluster.

The coefficient  $I_{icecon}$  is determined by the total „s coefficients, sales' profitability, the cash flow's absolute liquidity, investment's efficiency, and credits' security.

The coefficient  $I_{icinnov}$  is determined by means of indicators that characterize the innovation's economic effect in tourism: increase in the volume of services, increase in value added, saving of material resources, saving of costs from reducing the services' cost, growth of labor productivity (average hourly output), growth of gross margin, income, profit growth before interest and taxes, net profit growth, marginal profit margin increase, profitability of turnover increase, net profit margin, increase in profitability of total capital, the total return on capital gains, return on equity gains.

The coefficient  $I_{icsoc}$  is calculated using employment, material support, social protection, material assistance, and recovery in a tourist cluster.

The coefficient  $I_{icecol}$  is determined using the environmental collection's coefficients, the environmental measures' costs, the efficiency of using current and capital costs for environmental measures, the efficiency of using environmental investments.

The seventh stage estimates the positive changes as a result from activity of a diversified tourist multicluster in the region's economy:

$$I_{s.ef.} = 4 \sqrt{I_{s.ef.econ.} * I_{s.es.innov} * I_{s.ef.soc.} * I_{s.es.ecol.}}; (3)$$

where  $I_{s.ef.econ.}$ ,  $I_{s.es.innov}$ ,  $I_{s.ef.soc.}$ ,  $I_{s.es.ecol.}$  - an integrated coefficient of the synergetic effect arising in economic, innovative, social and ecological spheres. The coefficient  $I_{s.ef.econ.}$  considers effects of the cash flows' gain, tax payments, investments into the human capital. The coefficient  $I_{s.es.innov}$  considers the effect of introducing innovations, scientific research activity, implementation of innovative activity and commercial effect. The coefficient  $I_{s.ef.soc.}$  considers the effect of improving the quality of recovery, material incentives for employees, the social programs' implementation. The coefficient  $I_{s.es.ecol.}$  considers decrease in water consumption, waste production, preservations of land resources within a tourist cluster.

The eighth stage provides the justification of economic, innovative, institutional and organizational measures which promote activity's efficiency of a diversified tourist multicluster.

### CONCLUSION

The market infrastructure's development of small diversified multicluster subjects assumes the state's active role at the federal, regional and municipal levels [30,31,32,33,34,35]. The state's functions in the formation of the market infrastructure of a diversified tourist multicluster can be reduced to the following ones: the regulating function - a creation of a legal base for the services' provision, licensing of activity's certain types of market infrastructure units; the state's stimulating function - providing financial support to business's structures of a diversified tourist multicluster and interacting with its market infrastructure subjects

Moreover, it is important to have an organizational help - provision of consulting and information services by government bodies, allocation of budgetary funds for the creation the state unitary enterprises like the Agency for Regional Development, the Agency for Reforming and Financial Recovery, the Agency for Restructuring Credit Organizations, etc..

The small business entities of the diversified tourist multicluster are an important component of the economic system of the Far Eastern Federal District. They mobilize the financial and the population's, production resources ensure the development of new promising areas of services and industries in related industries [36,37,638]. The competitive type of the economic relations is formed in the district, it is the basis of the modern market mechanism and it has a significant impact on the sustainable entrepreneurial structure's development in a diversified tourist multicluster. Branch universities have a huge potential in solving the development's problems of the of business subjects of a diversified tourist multicluster. They have experience, knowledge and skills to deal with the risks of

the tourism industry. Due to the fact that the branch universities are located in close proximity to the tourist area, it is possible to solve the problems of the small businesses' specifics, where the production environment and habitat represent are one zone, that's why it causes difficulties in territorial migration. The realization of the offered actions, the direct and indirect regulation of sustainable development of business's subjects of a diversified tourist multicluster will contribute to the further social and economic development of territories and it will provide preservation of resource potential, moreover, it will allow increasing GDP and ensuring economic security

The coverage effect is the advantage of a diversified tourist multicluster. This effect arises when there is a service provision factor that can be used simultaneously for several types of services and production in related industries. This factor is characterized by the multipurpose nature. The coverage effect is greatly enhanced when the tourist business's subjects are grouped into a diversified tourist multicluster, because there is an opportunity to use a multipurpose factor at minimization of transaction expenses. The structure of the diversified tourist multicluster helps to reduce the total research's costs and innovations' development due to the increase in the effect of the production structure, so multicluster's participants are allowed to stably carry out innovative activities for a long time. Insufficiently effective use of scientific and technical progress, spontaneous development of promising innovative measures and low economic growth rates of the industry have determined the significance of the tourist multicluster of the Far Eastern Federal District.

The creation of a diversified tourist multicluster will allow providing long-term dynamics of steady growth on the basis of modernization and innovations of the sphere of tourism and services, conditions' creation for production of competitive types of offers that considerably will increase subjects' profitability business. The development and successful functioning of a diversified tourist multicluster defines further social and economic development of the remote territories. The majority activities of the tourist business entities has diversified character, that's why the sustainable development of territories as bases on economic growth in modern conditions will demand interdepartmental coordination, moreover, it is necessary to have the cooperation, which is directed to alternative sources' creation of employment of the population and increase in level of his vocational training, mechanisms of economic activity's support of the population and subjects' participation of business in development of social and engineering infrastructure.

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