

## ADAPTIVE MARKETING STRATEGIES FOR MANAGING TOURISM ENTERPRISES WITHIN TOURISM CLUSTERS

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### Abstract

The article explores contemporary approaches to the development of adaptive marketing strategies as a key instrument for managing tourism enterprises within the framework of tourism clusters. The main aspects of applying these strategies to enhance the effectiveness of management processes amid the ongoing transformational shifts in the Ukrainian tourism market are analyzed. The study demonstrates that the use of marketing management tools within tourism clusters serves as an effective mechanism for promoting domestic tourism. It is substantiated that the implementation of adaptive strategies enables tourism enterprises to respond promptly to external changes, adjust their operations to new conditions, and thereby enhance their competitiveness in the domestic and inbound tourism markets. The article provides both theoretical insights and practical recommendations for the implementation of marketing strategies within tourism cluster structures.

**Keywords:** *Adaptive Marketing Strategies, Tourism Enterprises, Tourism Clusters, Management, Marketing, Management Tools.*

**JEL Codes:** *L83, M31, O10.*

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### Introduction

In the context of modern transformational changes caused by globalization challenges, rapid development of scientific and technological progress and large-scale crisis phenomena, Ukrainian tourism enterprises are faced with the need to thoroughly rethink approaches to the marketing management process. Finding effective models for the development of tourism enterprises in such conditions requires concentrated efforts to create a competitive

national tourism product that can meet the current dynamic needs of consumers in both the domestic and inbound tourism markets. In this context, the development and implementation by tourism enterprises of adaptive strategies for functioning in tourism clusters, based on the principles of partnership, resource integration and development of intersectoral cooperation, is of particular relevance.

Recent research has shown the growing role of tourism clusters as a tool for improving regional competitiveness, stimulating innovation, and developing small and medium-sized enterprises. The development of effective marketing strategies by tourism enterprises and cooperation within cluster associations allows not only to optimize management processes but also to create a holistic system of tourism product branding aimed at long-term growth of consumer loyalty.

The relevance of studying this problem is enhanced by the crisis phenomena caused by the war and economic instability that determine the current environment for the functioning of tourism enterprises in Ukraine. In such conditions, the development of flexible, adaptive marketing strategies that can take into account the specifics of the interaction of cluster members, their resource capabilities and the needs of local markets becomes especially important. Forming an effective cluster environment with built-in tools for branding and promoting a common tourism product can be an effective tool for increasing the competitiveness of Ukrainian destinations in the post-crisis period.

The aim of the article is to substantiate the effectiveness of adaptive marketing strategies as a tool for enhancing the management efficiency of tourism enterprises within tourism clusters, in the context of transformational processes in the Ukrainian tourism market.

### **Literature review**

The analysis of scientific papers shows a variety of theoretical and practical approaches to the problem of marketing management of tourism enterprises in the context of tourism cluster development. I. Fernando et al. (2024) note that clustering creates links between participants through buyer-supplier relationships, training/research or education initiatives, joint marketing, or lobbying within a geographic or thematic focus. Such cooperation and interaction can be beneficial for economic development, especially for achieving socio-economic goals. In this case, the contributions of the other sector also meet the needs of the tourism cluster, which leads to the development of all its links and the cluster as a whole in the economy, which ultimately

improves the living standards of the region's residents. The study by A. Sohn and M. Beni (2023) aims to analyze the impact of clustering on the development of tourist destinations and determine its role in stimulating regional development, strengthening cooperation between organizations, stimulating innovation, promoting entrepreneurship, and supporting local communities.

Clustering increases the competitiveness of regions through the efficient use of resources and the creation of an innovative ecosystem. The effectiveness of the cluster approach in creating competitive tourism products is highlighted in the study H. Ulinuha et al. (2024). The optimal integrated regional model for the development of competitiveness of tourism clusters proposed by the authors emphasizes the need to take into account the peculiarities of regional tourist attractions, tourism resources, infrastructure of tourist destinations and cluster associations of enterprises (Lytvyn et al., 2025).

The integration of marketing strategies increases the efficiency of cooperation for all cluster members, promotes the development of competitive tourism products aimed at meeting the needs of target consumers, increasing the competitiveness of the enterprise, and efficient use of resources to ensure sustainable development and improve reputation in the tourism market. By using targeted marketing strategies, destinations can attract specific audiences by offering customized experiences that meet their interests. In their study, R. Perkins et al. (2021) prove the effectiveness of forming tourism clusters to ensure successful cooperation between stakeholders, as well as to build and strengthen the branding of tourist destinations in their region.

The marketing capabilities of enterprises depend on their ability to effectively use existing resources to carry out marketing activities and achieve the required marketing results (Bai et al., 2023). A study conducted by W. Lim (2023) emphasizes that in the context of global crises, there is a need to implement transformational marketing strategies to accelerate readiness for change and increase business creativity both within and outside marketing organizations.

A. Machado et al. (2024) found that in

order to develop targeted marketing strategies, make effective strategic decisions and form competitive tourism products for different categories of tourists, it is important to use a model of segmentation of tourists in tourist clusters depending on their socioeconomic background, frequency of travel, and age demographics.

As digitalization increasingly drives innovation, improves operational efficiency, and creates personalized and interactive experiences for tourists, researchers are focusing on how digital tools and technologies can be strategically integrated into marketing practices to improve business results and increase customer satisfaction. Y. Safonov et al. (2024) argue in their study that digitalization is a critical catalyst for transforming tourism destinations into dynamic, interactive, and responsive ecosystems through the introduction of personalized marketing, the use of artificial intelligence-based customer service tools, and the application of predictive analytics. Membership in the tourism cluster contributes to the effective use of digital marketing tools and increases the productivity of its members, which is especially important for small and medium-sized enterprises (Tarazona-Montoya et al., 2020).

Despite the growing interest in the management of tourism enterprises in the structure of tourism clusters in theoretical and applied dimensions, the integration of marketing strategies into relevant management models remains insufficiently developed both in conceptual and methodological aspects.

### **Methodical approach**

The study is based on a systematic approach. To solve the tasks set out in the article, the following general scientific and specific methods of scientific cognition were used: the method of analysis – to generalize approaches to the implementation of adaptive marketing strategies and assess their potential effectiveness in the face of changes in the market environment; the method of systematization and classification – to structure data on tourism clusters, their role in promoting domestic tourism and promoting a unique tourism product through partnerships; abstraction method – to identify the key factors of

cluster efficiency and build a model of cluster interaction at the regional level; formalization method – to create logically ordered models that reflect the mechanisms of marketing management and cooperation within tourism clusters, in particular through management decision-making matrices; synthesis method – to combine the results of the study, quantitative and qualitative assessments and structural elements of the cluster model into a single concept of marketing adaptation of tourism enterprises in crisis conditions. The empirical basis of the study is the results of a survey of consumers of tourism services, processed using the relevant coefficients (readiness to buy, frequency of information, etc.), as well as calculations within the proposed management decision-making matrix.

### **Results**

The impact of globalization processes, scientific and technological progress, and crisis phenomena on the activities of tourism enterprises necessitates the development and implementation of marketing strategies to form an effective marketing management system. The choice of an effective marketing strategy in accordance with the needs of the tourism enterprise, its strengths and weaknesses, opportunities and threats through the marketing aspects of management contributes to the effective use of marketing efforts and achievement of success by transforming threats into new opportunities.

Drawing on foreign experience in overcoming crises in the tourism sector caused by external factors, we can assume that the important place is not occupied by the separate activities of tourism enterprises, but by the implementation of joint projects with the participation of the state. Such projects should be aimed not only at restoring the activities of tourism enterprises, but also at developing the national tourism product, its effective positioning in the international market, and supporting and expanding domestic tourism. This approach contributes to the formation of effective mechanisms for selling the national tourism product both in the domestic and inbound tourism markets, which in turn will contribute to the growth of investment and revenues to the national economy.

The development of domestic tourism plays an important economic and social role for the country's development, in particular through the improvement of infrastructure, preservation of cultural heritage, socio-cultural exchange, and support for local communities (Grafkska et al., 2021). According to research by the State Agency for Tourism Development, since the beginning of the full-scale invasion, about 45% of Ukrainians have traveled to Ukraine for tourism purposes (Interfax-Ukraine, 2023), which indicates a need for recreation. In addition, this is due to restrictions on traveling abroad for certain categories of the population, lower incomes, security risks during international travel, and patriotic sentiment that stimulates interest in discovering the tourism potential of their own country. In such circumstances, domestic tourism is becoming not only an alternative but also a

strategic direction for the development of the tourism industry, able to compensate for losses from the decline in international tourist flows, promote employment, support local businesses, and strengthen social cohesion in times of instability.

Given the importance of domestic tourism development for the socio-economic development of regions and the country as a whole, the growing needs and requirements of modern tourists for the quality of the tourism product, as well as the need to implement security strategies, it is advisable to analyze the level of consumer willingness to buy domestic tourism tours in the context of modern transformations. The empirical basis of the study is formed on the basis of the results of a survey of 100 respondents (Table 1).

**Table 1. Consumer willingness to buy domestic tours**

Survey parameters	Assessment parameters					Assessment of willingness to buy ( $G_{max}$ )	Readiness to buy coefficient ( $K_{read.purch.}$ )
	1	2	3	4	5		
<b>Number of respondents</b>	<b>100</b>					<b>500</b>	<b>1</b>
Select your age (1 - 64 and older, 2 - 44-63 years, 3 - 24-43 years, 4 - 14-23 years, 5 - less than 14 years)	2	26	50	20	2	<b>294</b>	<b>0,59</b>
Assess the extent to which you are ready to buy a domestic tourism product	0	1	1	19	79	<b>476</b>	<b>0,95</b>
Assess the extent to which advertising of a domestic tourism product can influence your purchase of a domestic tourism product	1	3	10	31	55	<b>436</b>	<b>0,87</b>
Assess the extent to which recommendations of friends and relatives can influence your purchase of a domestic tourism product	1	1	2	13	83	<b>476</b>	<b>0,95</b>
Assess the extent to which recommendations of famous people can influence their purchase of a domestic tourism product	1	1	7	18	73	<b>461</b>	<b>0,92</b>
Assess the importance of enterprises (hotels, restaurants and carriers) that provide services for the domestic tourism product	1	1	2	8	90	<b>491</b>	<b>0,98</b>
Assess how important safety is to you during domestic tourism	0	0	2	8	91	<b>493</b>	<b>0,99</b>
Assess how important the environmental friendliness of the domestic tourism product is for you	1	5	12	42	40	<b>415</b>	<b>0,83</b>
Assess how important the combination of several types of tourism during domestic tourism is for you	0	2	2	6	90	<b>484</b>	<b>0,97</b>
Assess how important the innovation of the domestic tourism product is for you	0	1	2	9	88	<b>484</b>	<b>0,97</b>
Assess how important the brand of the domestic tourism product is to you	0	2	2	8	88	<b>482</b>	<b>0,96</b>

For the analysis, it is advisable to use the Consumer Readiness Index for Purchasing Domestic Tours (formulas 1-3):

$$K_{read.purch.} = \frac{G_{real}}{G_{max}}, \quad (1)$$

To assess the potential level of readiness based on survey data, the maximum evaluation score is calculated as follows:

$$G_{max} = B_{max} \times Sp_{resp}, \quad (2)$$

where:  $G_{max}$  – maximum (ideal) value;

$B_{max}$  – maximum score;

$Sp_{resp}$  – number of surveyed consumers.

To determine the actual score of consumer readiness, the total sum of products of each evaluation score and the number of corresponding responses is calculated:

$$G_{real} = \sum_{i=1}^{B_{max}} B_{real_i} \times Sp_{resp_i}, \quad (3)$$

where:  $G_{real}$  – actual value;

$B_{real_i}$  – score of the  $i$ -th parameter;

$B_{max}$  – maximum score;

$Sp_{resp_i}$  – number of responses for the  $i$ -th score.

The study of consumer willingness to buy domestic tours indicates that the main measures of adaptive strategies aimed at developing domestic tourism should be: development of thematic domestic routes, promotion of research tourism, promotion of local attractions, cultural tourism, ecological tourism, loyalty promotion, branding, involvement of local sales networks and innovative technologies, etc. (Fig. 1).

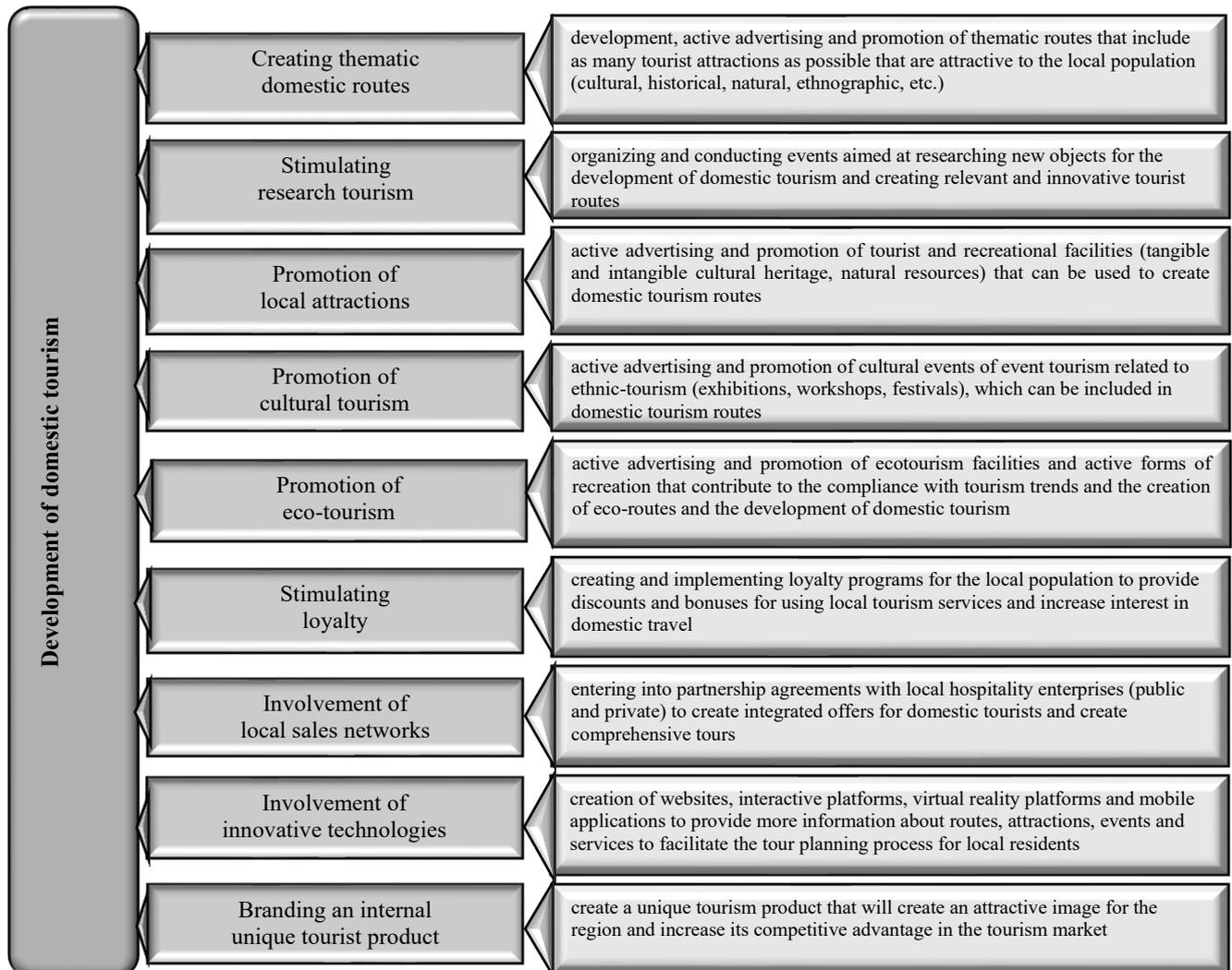


Figure 1. Basic measures of adaptive marketing strategies of tourism enterprises aimed at the development of domestic tourism

The positive role of such adaptive strategies for the development of domestic tourism is not only to adapt tourism enterprises to crisis situations, especially geopolitical instability, but also to increase the interest of the local population in the cultural and historical heritage and natural resources of their own country. Therefore, this can significantly contribute not only to the development of domestic tourism, but also to strengthening the country's tourism potential and increasing tax revenues from domestic tourism to the country's budget.

In addition, these studies (Table 1) made it possible to divide consumers by age categories and perception of information about the tourism product. This is an important factor in creating a tourism product, taking into account the omnichannel nature of marketing and using appropriate promotion tools.

For a significant number of consumers, it is not only the quality of the tourism product that is important, but also the established cooperation of the tourism enterprise with partners, other tourism entities, and representatives of local communities. It is this interaction that creates the preconditions for the formation of tourism clusters that operate on the principles of partnership, resource integration and joint promotion of destinations. In tourism clusters, joint marketing activities are becoming more effective, as they allow consolidating the efforts of participants, optimizing costs, enhancing the competitiveness of the tourism product, and creating a synergistic effect for implementing strategies to overcome crisis situations.

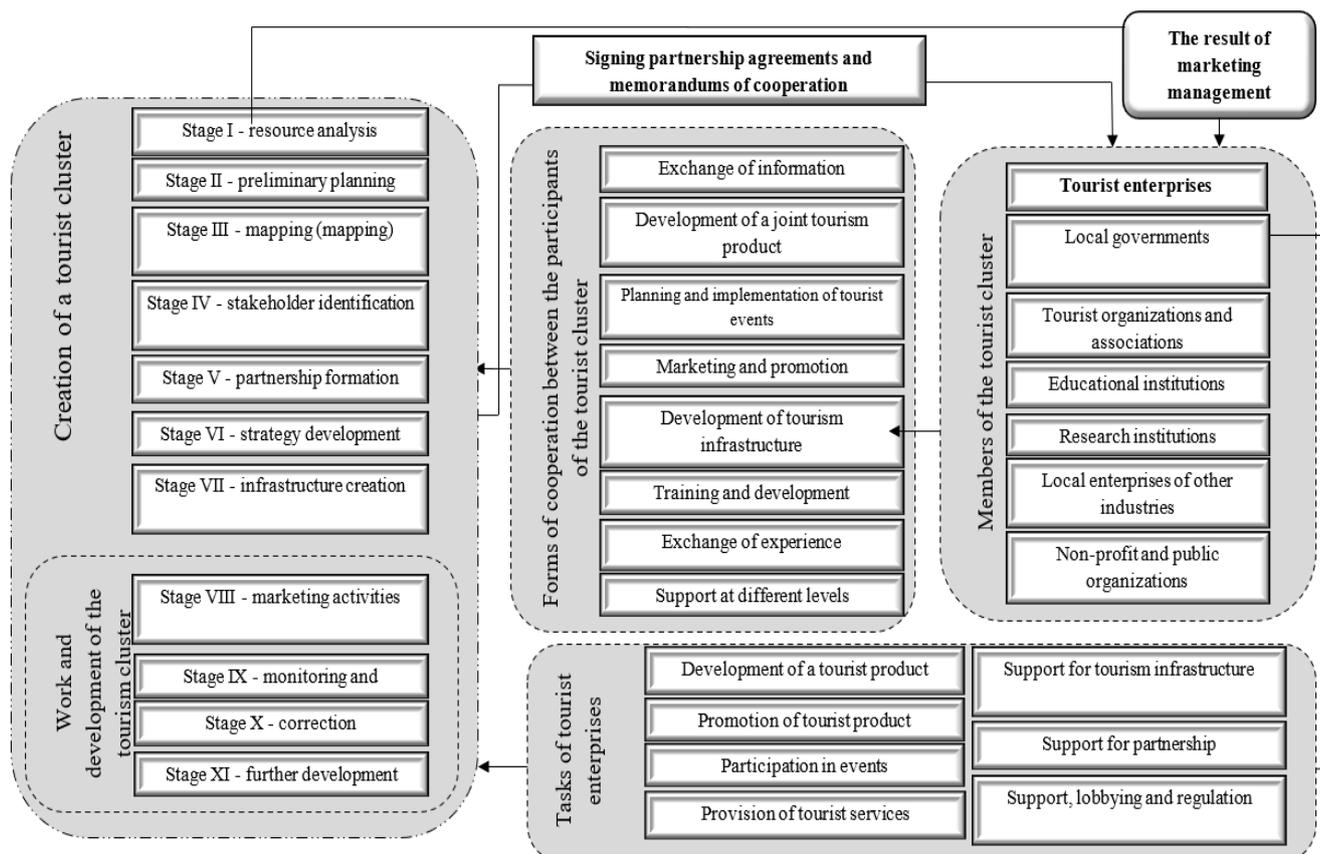
Given the study of tourism clusters as an innovative form of tourism development (Zhukov et al., 2022), the cluster model of tourist

destination's development, and the peculiarities of the clustering process in the tourism sector, it has been found that cooperation of a tourism enterprise with other participants within a tourism cluster creates more opportunities for project activities.

The creation of a tourism cluster is a complex multi-stage process that requires the cooperation of various participants in the tourism industry, local governments, and other stakeholders to utilize as many tourism resources as possible (Fig. 2). Since the goal of creating a regional tourism cluster is to promote the development and competitiveness of tourist destinations, the key place among the participants should be occupied by representatives of the tourism industry as the drivers of the formation and development of the region's tourism industry.

Within the tourism cluster, project activities facilitate cooperation between all participants, which contributes to the viability and attractiveness of the tourism cluster and the economic, social, and cultural development of the region. Such integration creates the preconditions for tourism enterprises to develop and promote unique tourism products through the implementation of joint marketing activities.

The identified key forms of cooperation can strengthen the marketing activities of a tourism enterprise, creating an attractive and competitive environment, and maximize the benefits of joint initiatives. Tourism enterprises within a tourism cluster can create a comprehensive tourism product in accordance with the needs and interests of consumers, receive support from partners, and improve their marketing activities through cooperation with other participants.



**Figure 2. Mechanism of Marketing Management of a Tourism Enterprise within the Structure of a Tourism Cluster**

To study the favorability of the cooperation environment within the tourism cluster for the marketing activities of the tourism enterprise, a study was conducted among consumers (Table 2), which allowed to find out the frequency of receiving information about the tourism product from partners of the tourism enterprise, local governments or other members of the tourism cluster through online and offline channels.

To calculate the Information Reception Frequency Coefficient, it is advisable to use the following formula:

$$K_{IRF} = \frac{F_{real}}{F_{max}}, \quad (4)$$

where:  $K_{IRF}$  – Information Reception Frequency Coefficient;

$F_{real}$  – actual frequency of information reception;

$F_{max}$  – maximum possible frequency of information reception.

According to the study, the most effective measures for popularizing a tourism product through partners are various events (exhibitions, concerts, competitions, conferences, fairs). Other ways of disseminating information are also important, but to a lesser extent.

Let us rank the partners by their significance in disseminating information about the tourism product (in ascending order): transport (0.17), tourism organizations and associations (0.36), non-profit public organizations (0.41), educational institutions (0.44), local self-government bodies (0.53), and local enterprises from other sectors (0.71). Thus, the most influential are local enterprises from other sectors and local self-government bodies.

**Table 2. Frequency of Receiving Information from Offline Communication Channels**

Partners	Local self-government bodies	Frequency rate	Tourism organizations and associations	Frequency rate	Educational institutions	Frequency rate	Local enterprises from other sectors	Frequency rate	Transport	Frequency rate	Non-profit organizations	Frequency rate	Average frequency rate
	Frequency of Information Reception (out of a maximum of 50 responses)												
Print advertising, announcements	8	0,16	6	0,12	4	0,08	31	0,62	39	0,78	16	0,32	0,35
Videos	13	0,26	10	0,2	23	0,46	36	0,72	4	0,08	3	0,06	0,30
Banners, signs, advertising on transport	17	0,34	4	0,08	0	0	32	0,64	44	0,88	11	0,22	0,36
Media events, interviews	23	0,46	16	0,32	1	0,02	22	0,44	0	0	24	0,48	0,29
Exhibitions	40	0,8	21	0,42	35	0,7	41	0,82	0	0	35	0,7	0,57
Concerts	42	0,84	19	0,38	33	0,66	48	0,96	0	0	13	0,26	0,52
Competitions	42	0,84	34	0,68	38	0,76	45	0,9	0	0	0	0	0,53
Fairs	39	0,78	24	0,48	33	0,66	49	0,98	0	0	45	0,9	0,63
Street actions	19	0,38	9	0,18	4	0,08	26	0,52	0	0	35	0,7	0,31
Conferences	24	0,48	39	0,78	49	0,98	25	0,5	0	0	21	0,42	0,53
<b>Average</b>	<b>26,7</b>	<b>0,53</b>	<b>18,2</b>	<b>0,36</b>	<b>22</b>	<b>0,44</b>	<b>35,5</b>	<b>0,71</b>	<b>8,7</b>	<b>0,17</b>	<b>20,3</b>	<b>0,41</b>	<b>0,44</b>

In order to make a management decision on cooperation between a tourism enterprise and partners in the context of project activities based on a tourism cluster, it is necessary to assess the benefits and needs arising from such interaction. To make management decisions based on the information obtained, it is advisable to use a management decision-making matrix, which involves an algorithm that includes seven stages:

1. Identifying alternatives – selecting options between which to choose.
2. Determining the analysis criteria – determining the importance of the criteria for evaluation and decision-making.
3. Creating a decision matrix – creating a grid to which important factors for comparative analysis will be added, where columns are possible options and rows are criteria.
4. Fill in the decision matrix – evaluate the options according to the criteria on the selected scale (the scale can vary: 1-5, 1-10 or other values, depending on the need).

5. Assigning importance to factors (importance criteria) – determining the importance of the criterion (factor coefficient, the scale of which can also vary: 1-5, 1-10 or other value, depending on the need).

6. Obtaining a total score by criteria – multiplying the score of each option by the importance of the corresponding criterion.

7. Calculate the total score for each option and select the most optimal one.

For example, let's create a decision-making matrix for advertising a unique tourism product through events organized by partners (hotels, restaurants, local governments and educational institutions, etc.) using online and offline channels. To do this, we create a decision-making matrix where we select the most important criteria and factors (Table 3). The decision matrix will use a scale of 1-5 points, and the decision coefficient will be in the range of 1-5 points.

**Table 3. Matrix of managerial decision-making on advertising a unique tourism product**

	Hotel	Restaurant	Educational institutions	Research institutions	Local governments	Local enterprises	Tourist organizations and associations	Non-profit and public organizations
1. Coverage of a wide age audience (5)	5	5	3	3	4	4	3	4
2. Presence on social media (5)	5	5	5	4	4	5	4	3
3. Availability of a personal website for posting information (4)	4	4	5	5	5	5	5	4
4. Possibility of jointly creating a video clip (4)	5	5	5	3	3	4	4	3
5. Possibility of jointly organizing a fair (3)	2	2	5	3	5	5	4	3
6. Possibility of jointly organizing an excursion (3)	3	3	4	3	5	3	4	2
7. Possibility of jointly organizing a concert event (3)	4	4	4	2	5	3	4	3
8. Possibility of placing printed advertisements (2)	5	5	4	3	5	4	5	5

Such a matrix can help identify the most effective partners for disseminating information about the tourism product and organizing cooperation with them within the tourism cluster. In addition, the management decision matrix can serve as an effective tool for making management decisions on the implementation of marketing activities of adaptive strategies.

### Conclusions

Thus, effective marketing management allows tourism enterprises not only to adapt to new realities, but also to turn external threats into new opportunities for development. Implementation of adaptive marketing strategies allows them to provide competitive advantages in an unstable environment.

The research results show a high willingness of Ukrainian consumers to buy domestic tours, especially if they are well positioned, have an appropriate level of safety, environmental friendliness and innovation of travel services. This, first, determines the

directions of adaptive strategies (development of thematic routes, cultural, ecological and research tourism, branding, loyalty promotion, use of omnichannel marketing), and, second, confirms the relevance of domestic tourism development as a strategic direction that can support the country's economy, promote employment, boost local business and strengthen social cohesion.

The cluster model contributes to increased competitiveness and effective promotion of the tourism product. The results of the study show that marketing within a tourism cluster is more effective due to the consolidation of efforts, integration of resources, cost optimization, and synergy. Such interaction contributes to the formation of a tourism product that meets modern requirements and consumer expectations.

Further research will be aimed at studying the management mechanisms that contribute to the effective functioning of tourism clusters, in particular in the context of implementing innovative strategies to increase the competitiveness of tourism enterprises.

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