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SYSTEMATIZATION OF FOREIGN EXPERIENCE IN CLUSTER DEVELOPMENT: FORMATION OF BENEFITS FOR MOUNTAINOUS POLES GROWTH

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СИСТЕМАТИЗАЦІЯ ЗАКОРДОННОГО ДОСВІДУ РОЗВИТКУ КЛАСТЕРІВ: ФОРМУВАННЯ ПЛЮСІВ РОСТУ ГІРСЬКИХ ТЕРИТОРІЙ

The relevance of the research is determined by the fact that mountainous regions in different countries around the world face similar development challenges, characterized by significant economic difficulties (due to constraints on agricultural and other production, inadequate infrastructure development, and services, etc.). Considering the outlined issues, researchers have currently demonstrated that mass tourism is the primary direction for the development of these territories. The axiom to be adopted as the basis for the research highlights the development of mountainous territories as most effective when the formation of tourism clusters leads to the creation of unique entities known as "growth poles" (or mountain growth centers). Therefore, the purpose of the article is to study and provide a comprehensive systematization of international experience in cluster development and to identify their role in the formation of growth poles in mountainous territories. Based on the research findings, it can be concluded that the primary direction for the development of mountainous territories is the creation of a tourism cluster and its associated "growth poles," which accelerate the development of the tourism sector, serving as catalysts for the growth and development of surrounding areas. In this context, a significant role is played by the multiplier effect, which, in its simplest form, involves the repeated circulation of money spent by tourists within the economy of the mountainous territory. It has been demonstrated that, in addition to the multiplier effect, a cluster contributes to the concentration of investments in the local territory and their diffusion through growth poles. Therefore, creating a cluster is a more productive and efficient way to attract investments to mountainous areas and diversify their economy. It has been demonstrated that due to the existing advantages of investment multiplier and diffusion within clusters and growth poles of mountainous territories, the best companies, organizations, and other participants in the tourism sector concentrate, on working together to ensure the effective development of tourism. The prospects for further research lie in expanding the scope of systematizing the cluster development experience to a level sufficient for studying the sustainability of tourism clusters in mountainous areas. Research interest particularly focuses on information regarding the periods during which clusters can maintain stable economic growth in mountainous territories and the factors influencing their sustainability.

Актуальність дослідження зумовлена тим, що гірські території різних країн світу стикаються зі схожими проблемами розвитку, які характеризуються значними складнощами у розвитку їхніх економік (через обмеженість можливостей для сільськогосподарського та іншого виробництва, недостатній розвиток інфраструктури та послуг тощо). Враховуючи виокремлену проблематику, науковці наразі довели, що саме масовий туризм є основним напрямком розвитку таких територій. Як основа дослідження має бути прийнята аксіома, яка виділяє розвиток гірських територій як найбільш ефективний, якщо відбувається формування туристичних кластерів, що призводять до утворення таких унікальних об'єктів, як "полюси росту" (або гірські центри росту). Отже, метою статті є вивчення та загальна систематизація закордонного досвіду розвитку кластерів та ідентифікація їхньої ролі у формуванні полюсів росту гірських територій. За результатами дослідження зроблено висновок, що основним напрямком розвитку гірських територій є створення туристичного кластера та супутніх до нього "полюсів росту", що прискорюють розвиток туристичної сфери, яка є каталізатором для зростання та розвитку навколишніх територій. У цьому контексті важливу роль відіграє мультиплікаційний ефект, який в найпростішій формі передбачає багаторазовий обіг грошей, витрачених туристами в туристичному кластері, в економіці гірської території. Доведено, що кластер, крім мультиплікативного ефекту, сприяє зосередженню інвестицій на локальній території та їх подальшій дифузії через полюси росту. Таким чином, створення кластера виявляється більш результативним і ефективним способом залучення інвестицій на гірські території та диверсифікації їхньої економіки. Доведено, що завдяки наявним перевагам у мультиплікації та дифузії інвестицій в кластерах та полюсах росту гірських територій зосереджуються найкращі компанії, організації та інші учасники сфери туризму, які спільно працюють для забезпечення ефективного розвитку туризму. Перспективи подальших досліджень полягають в максимальному розширенні сфери систематизації досвіду розвитку кластерів до обсягу, який буде достатнім для вивчення сталості розвитку туристичних кластерів на гірських територіях. Зокрема, сферою дослідницького інтересу є інформація щодо того, на який строк кластери можуть підтримувати стабільний економічний ріст гірських територій, а також інформація про фактори, які впливають на їхню стійкість.

Key words: mountainous territories, local economy, economic diversification, infrastructure, services.

Ключові слова: гірські території, локальна економіка, диверсифікація економіки, інфраструктура, послуги.

TARGET SETTING

Studying international experience in cluster development is of great significance for the growth of economies, not only at the level of individual countries and regions but also at the local territory level, especially those with their own unique climatic, geological, and ecological characteristics. Information regarding cluster development in the economy can be found all around the world. In nearly all cases, their impact on the economy is noted, and it is influenced by certain variations in coverage, the types of integrated growth centers formed by these clusters, and other factors. Currently, researchers identify several reasons that highlight why it is important to study foreign experience in cluster development, especially when they are localized near or within mountainous territories. Specifically [3—4]: 1) Learning from mistakes and taking advantage of successes (studying the experience of cluster development in other countries can help avoid mistakes and solve problems that have already been addressed elsewhere); 2) Finding new ideas and solutions for the development of territories

that are distinct from others (researching the experience of other countries can provide new ideas and solutions for cluster development that will be effective in forming growth poles in mountainous territories); 3) Understanding which approaches to cluster development work best for mountainous territories in different countries and considering the international context in one's plans.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Due to the proliferation of clusters in the global economy, many scholars have studied and systematized information regarding the specifics of their activities. Fedorova V.G. and Pushkar T.A. studied the operation of clusters in the economies of various countries around the world Lyudmyla S. Rineiska analyzed the spread of the cluster model of the economy worldwide and identified the key sectors in European countries with the highest number of clusters. S. Mytsiuk researched the fundamental characteristics of economic clustering as an effective mechanism for enhancing

the competitiveness of territories. Therefore, scientific works typically highlight the general features of cluster operation in different economic sectors. However, in scientific literature, there is a lack of sufficient coverage regarding the role of the cluster system in the formation of growth poles in mountainous territories.

THE WORDING OF THE PURPOSES OF ARTICLE (PROBLEM)

The purpose of the article is to study and provide a comprehensive systematization of international experience in cluster development and to identify their role in the formation of growth poles in mountainous territories.

The paper main body with full reasoning of academic results. The relevance of this research is driven by the fact that mountainous territories in various countries worldwide face similar development challenges, characterized by significant economic difficulties. These difficulties arise due to limitations on agricultural and other production, inadequate infrastructure development, and services, among other issues. Considering the outlined issues, researchers have currently demonstrated that mass tourism is the primary direction for the development of such territories. The development of mountainous territories is most effective through the creation of tourism clusters as it allows for the formation of unique entities like "growth poles" (or mountain growth centers) [2] by fostering the development of specific economic sectors that can serve as catalysts for the growth and development of surrounding areas. In the context of mountainous territories, the creation of clusters and mountain growth centers through the development of tourism and its associated effects (including infrastructure development, economic diversification, and its impact on employment and the quality of life for the local population, as well as cooperation between government, business, and the community [3; 5]) can be a means to address economic challenges stemming from limited opportunities for agriculture and other production.

The outlined conclusions corroborate cluster development models in those countries with regions or territories that encompass a significant number of mountains or elevated areas. Noted that within the scope of this research, the study and comprehensive systematization of international experience in cluster development has been conducted while taking into account the fact that, despite some differences in the interpretation of the category "mountainous territory," international practice generally identifies them as distinct

settlements or entire regions characterized by significant topographic features, such as the presence of mountains, ranges, slopes, and elevated levels. Taking into consideration the outlined features, we systematize the experience of cluster development, the existence of which has led to the creation of growth poles in mountainous territories.

Experience of cluster development in Spain. One of the prominent examples of successful cluster development is the Costa Brava tourism cluster on the northeastern coast of the country, which began to evolve organically in the 1950s—1960s.

The evolution united several small mountain and fishing villages into a growth pole, transforming them into a modern resort area that now extends from the French border to the town of Blanes. Among the specific cities included in the cluster, notable ones are: the mountain village of Cadaqu? on the Cap de Creus peninsula (known for being the former home of the artist Salvador Dal?); the city of Blanes, the southernmost city in the Costa Brava cluster and the gateway to the region (known for its sandy beaches, old town, and a range of modern tourist attractions [3]); and the popular beach resort of Lloret de Mar (famous for its nightlife and water sports [3]).

The city also boasts several historical landmarks, including the San Juan Castle and the Santa Clotilde Gardens; the medieval town of Tossa de Mar, surrounded by walls and perched on a rocky headland; Begur, a small town atop a hill with a medieval castle and a series of historical buildings (the town is also known for its adjacent beaches, including Aiguablava, Sa Tuna, and Sa Riera); and Palafurgell, set slightly inland from the coast (known for Catalan architecture, vibrant markets, and the home of popular singer-songwriter Luis Llach). Overall, the Costa Brava cluster in Spain offers diverse attractions catering to a wide range of interests, from history and culture to beach relaxation and water sports. What makes it unique is that the cluster is situated near mountainous territories, including the Cap de Creus peninsula, where part of the cluster is in the mountain village of Cadaqu?s. In the 1950s, the Spanish government recognized the potential for the development of Catalonia's mountainous regions in this cluster and allocated funding for the construction of hotels, roads, and other tourism-related infrastructure. They also enacted zoning laws to regulate the construction of new buildings. To ensure the preservation of the natural beauty and cultural heritage of the Costa Brava, the government implemented a model for creating growth centers

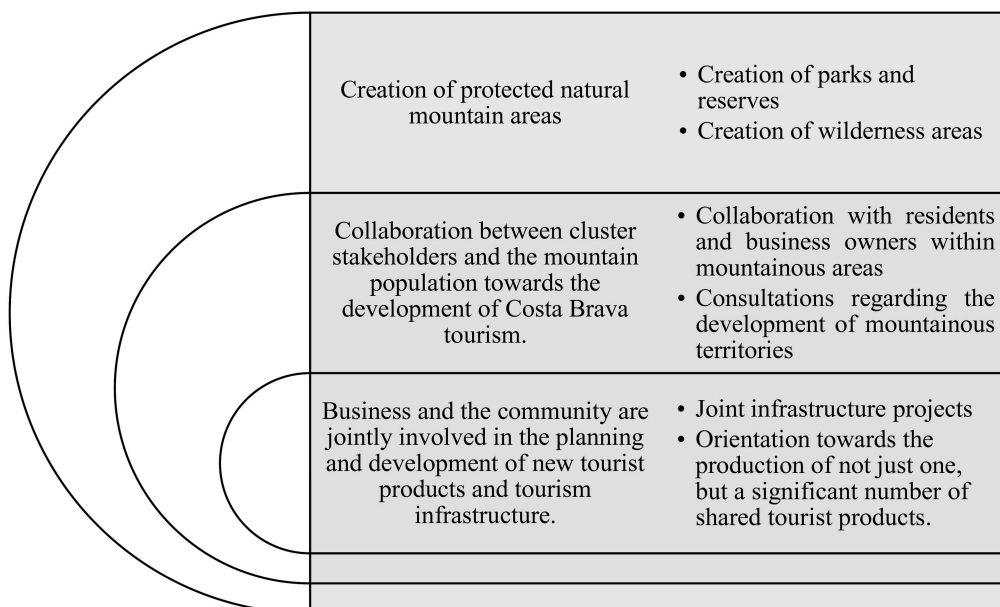


Figure 1. Development of the growth poles model in mountainous areas near the Costa Brava cluster, Catalonia, Spain

Source: formed based on [4–5].

in the regions and individual communities. This model, formed in this way, facilitated the development of local clusters of tourism businesses while preserving the environment (the core of the cluster [4]), engaging the community, and safeguarding local traditions and values. The core of the Costa Brava comprises the picturesque coastline, cultural heritage with ancient Roman ruins, castles, and mountainous areas along the coast.

The development of the growth poles model in mountainous areas near the Costa Brava cluster is characterized by specific features (Figure 1):

1. Establishment of protected natural mountainous areas.
2. Collaboration between cluster stakeholders and the mountain population towards the development of Costa Brava tourism and related economic sectors.
3. Joint involvement of businesses and the community in planning and developing new tourist products and tourism infrastructure.

In this development, the advantages of the growth poles of mountainous areas are enhanced by the fact that the cluster offers a wide range of recreational activities, such as water sports, golf, and hiking.

Experience in the development of clusters in Poland. In 2007, the Polish government supported local initiatives to accelerate the adoption of modern technologies in the tourism sector. This support included the creation of a local tourist cluster for mountain tourism called "Zakopane" in

the Tatra County of the Lesser Poland Voivodeship. The specific of this cluster created a local growth pole in the Tatra County of the Lesser Poland Voivodeship, encompassing the villages of Muzhaskhle, Poronin, and Vituv. The development of the growth poles model in mountainous areas near the "Zakopane" cluster is characterized by specific features [1–2]:

1. Support for local initiatives in areas with a high level of mountain rock exposure resulting from geological processes and tourism potential.
2. Focus on regional development, promoting balanced economic growth, and improving the quality of life for the population.
3. Active collaboration among various stakeholders, including local communities, businesses, non-profit organizations, and government structures.

In this development, the advantages of the growth poles in mountainous areas are enhanced by the fact that the cluster contributes to improving infrastructure, creating new job opportunities, increasing the influx of tourists, and enhancing the quality of life for the mountain population.

Experience in the development of clusters in Italy. Regarding Italy, we also note a focus on the development of local tourist clusters aimed at creating growth poles in mountainous areas. The most interesting example is the Val di Rabbi cluster, which has formed the most intriguing model of a local growth pole in the mountainous territories of Trentino-Alto Adige. The development of the growth poles model in mountainous areas

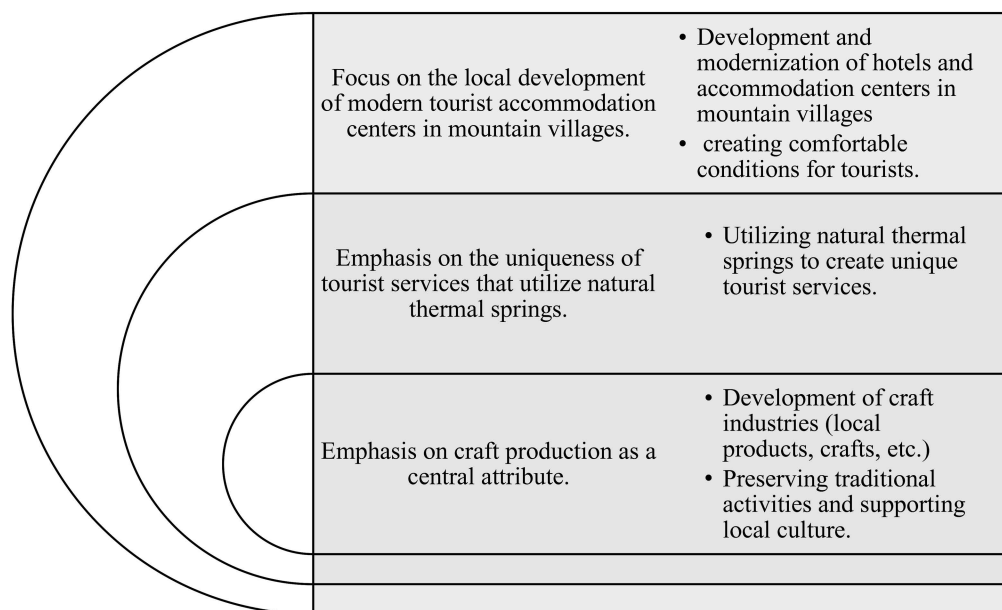


Figure 2. Development of the growth poles model in mountainous areas near the "Zakopane" cluster, Tatra County, Lesser Poland Voivodeship

Source: formed based on [4–5].

near the "Val di Rabbi" cluster is characterized by specific features (Figure 2):

1. Focus on the local development of modern tourist accommodation centers in mountain villages (developed and modernized hotels and accommodation centers, creating comfortable conditions for tourists visiting the region).
2. Emphasis on the uniqueness of tourist services that utilize natural thermal springs.
3. Emphasis on craft production as a central attribute.

In this development, the advantages of the growth poles in mountainous areas are enhanced by the fact that the cluster attracts tourists who seek to combine the natural beauty of the mountains with opportunities for relaxation and therapy. At the heart of the cluster is the experience, life, and daily work of the people living in the village or the valley. Many farmers, herders, craftsmen, and entrepreneurs in Val di Rabbi live in balance between tradition and the present, the past and the future, creating harmony, solidarity, and support around them.

The specific nature of the development of tourist clusters outlined above indicates that most mountainous regions within the EU are developing their economies through growth poles. These growth poles are inert entities characterized by [1–2; 4–5]:

1. Utilization of the local connectivity factor of small and medium-sized businesses, local government authorities, and local research institutions.

2. Leveraging the interaction factor of self-sustaining economic centers in individual cities or groups of cities located near each other.

3. Taking advantage of a conducive environment for economic development (at the EU level, a favorable legal and regulatory framework, access to capital, infrastructure, and skilled labor force are already in place).

In the EU, clusters play the role of local self-sustaining economic centers, around which numerous local growth poles (mountainous territories) emerge. Specifically, a cluster attracts and retains businesses and skilled workers, leading to increased economic activity and employment opportunities within the mountainous territories that serve as its satellites.

A local growth pole is typically characterized by the concentration of tourist businesses and economic entities that provide complementary tourist services within mountainous territories. The advantages of a local growth pole are numerous: it creates new job opportunities, which can stimulate economic growth in regions with very different climates, flora, and fauna compared to plain areas, and it can generate a multiplier effect for the local economy. In turn, leads to increased public and private investments, improved infrastructure, and enhanced quality of life in individual cities, villages, and more.

Regarding Asian countries, the development of tourism clusters and the formation of growth poles in mountainous areas differ from the experience of EU countries. The practice of developing the

Table 1. Description of the main tourist clusters in Japan that form extensive growth poles in mountainous areas

Clusters	Cluster description	Cluster's core
Kyoto and mountainous settlements	The cluster is known for its temples, shrines, and gardens. The cluster offers a wide range of cultural experiences, such as traditional tea ceremonies, geisha performances, and cultural festivals like Gion Matsuri.	17 UNESCO World Heritage Sites, including the iconic Kiyomizu-dera Temple and the Golden Pavilion.
Hokkaido and mountainous settlements	The cluster is known for its natural beauty and outdoor activities. Visitors to the cluster could go hiking, skiing, and enjoy hot springs. The cluster is also famous for its seafood, dairy products, and other local dishes.	Several national parks, including Shiretoko National Park and Daisetsuzan National Park.
Okinawa and mountainous settlements	The cluster is known for its subtropical climate, beaches, and unique culture. The cluster offers a variety of active leisure activities, including scuba diving, snorkeling, and sea kayaking.	Several UNESCO World Heritage Sites, including the ruins of Shuri Castle, traditional Okinawan soba houses, and sake production facilities.

Source: formed based on [4–5].

tourism sector through a cluster approach was initiated by countries like Indonesia and Japan. These countries, due to the significant number of mountainous regions, actively created regional clusters with regional growth poles that focused on the common strengths of several major cities, mountain communities, and adjacent natural landmarks.

Experience in the development of clusters in Indonesia. For instance, the tourism cluster of Bali in Indonesia combines cultural landmarks, beaches, and natural wonders to attract a diverse range of tourists. This model is aimed at the development of the entire island of Bali, ensuring the preservation of the surrounding environment (the core of the cluster, consisting of beaches, terraced rice fields, volcanic mountains, and the local culture of Balinese dance). The development of these growth poles is characterized by the following features [1-2; 4-5]:

1. Environmental Impact Control: The government of Indonesia has implemented policies and programs aimed at ensuring that the development of the tourism industry does not occur at the expense of the natural environment or the social well-being of the regions. For example, the government has put in place a series of regulations to control the environmental impact of tourism-related activities, including waste management and pollution control.

2. Focus on engaging and expanding community opportunities on Bali Island. Local communities actively participate in the planning and implementation of tourism-related projects, with an emphasis on ensuring that the economic benefits of tourism are distributed among the region's communities. There is a development of clusters of local agro-estates, allowing residents to directly benefit from the tourism industry.

3. Production of a common regional tourist product: A product with a focus on high added value, emphasizing the attraction of tourists interested in the cultural and natural heritage of the island. Cluster participants have developed a range of tourist products and services that are appealing to this market.

4. Joint cultural festivals, ecotourism events, and wellness activities. Among these, cultural festivals are the highlight of the island's tourism calendar, with a series of events held throughout the year. The most famous festival is the Bali Arts Festival, which is held annually in Denpasar, the capital of the island.

Indonesia's experience has led to the formation of specific clusters that promote the development of regional economic growth poles in numerous mountainous areas. At the meso-level of economic organization, growth poles are typically sub-regional growth centers that can contribute to economic development within a larger mountainous region.

What is specific is that such growth poles in mountainous areas can take various forms depending on local economic conditions and the industries that drive growth in a specific region.

Experience in the development of clusters in Japan. Some of the most successful ones in Asia are Japan's large tourist clusters with significant growth poles. It's worth noting that Japan's mountainous regions occupy a significant portion of the country, as many of its islands are composed of mountains and volcanoes. As a result, each cluster here forms extensive growth poles that concentrate on urban and natural tourist attractions and amenities across a large geographic area, which sometimes encompasses mountainous areas encompassing a significant number of mountainous territories. Moreover, these clusters themselves serve as innovation hubs, attracting talents, capital,

and resources on a large scale for their extensive territories and creating a positive feedback loop that stimulates the growth pole's development. Following such a strategy, Japan has several well-known tourist clusters that attract millions of visitors each year (Table 1).

In the 2000s, the experiences of Indonesia and Japan served as a platform for the economic development of medium and large mountainous regions in the Asian part of the planet and the diversification of their economies. In particular, this experience caught the interest of and was adopted by South Korea (settlements on Jeju Island), Thailand (cluster with a growth pole in mountainous areas on the border with Cambodia), as well as countries that previously advocated a social development concept, such as China (clusters like Baiyunshan with subclusters such as Bashu Minzhu, Mosinlin Range, Minchun Valley, Santailin Range, Lake Luhu, Feilin Range, and Heilin Range), and Vietnam (cluster Nha Trang with a growth pole in mountainous areas Dalat-Buon Ma Thuot-Cam Ranh-Ninh Hoa). As a result, a series of tourist clusters emerged, forming several large growth poles in mountainous areas. This development was driven by a combination of factors, including favorable government policies, investments in local infrastructure, and the local business environment.

In America, countries like Mexico and Brazil have played a significant role in the development of tourist clusters with growth benefits for mountainous areas. In Mexico, the tourist cluster of Cancun, located on the northeast coast of the Yucatan Peninsula, was established in the 1970s and has since become a major growth pole for tourism in the mountainous villages near the Mayan mountains. Later, Mexico saw the development of other clusters, which formed medium-growth poles, including Los Cabos, situated at the southern tip of the Baja California Peninsula. Similarly, Brazil has created several regional tourist clusters. The first one was El Salvador's tourist cluster, which covers the mountain communities of Bahia state and its capital city, Salvador. They combine cultural, historical, and natural landmarks, forming regional growth poles. Later, clusters like Foz do Iguacu (the city of Foz do Iguacu and adjacent mountain communities on the border of Brazil, Argentina, and Paraguay, including near Iguazu Falls) emerged. These clusters create a series of medium-level growth poles.

The analysis of the development experience of these American clusters has revealed that they create a series of meso-level growth poles aimed

at the economic growth of specific mountain regions, utilizing a wide range of amenities and shared services to meet the needs of travelers and reduce regional disparities. By focusing their efforts on investments and the development of tourism and recreation, these clusters stimulate economic activity and create jobs in specific mountain regions, thereby improving the overall quality of life for the residents of these areas. One of the key factors contributing to the success of tourism clusters in America is [1—2; 4—5]:

1. Involving regional authorities and local communities in the planning and development process. By collaborating with residents, businesses, and stakeholders, these regions have been able to create tourism products that reflect local culture and values, while also attracting visitors from around the world.

2. Creating economic benefits for regions, as growth poles in clusters generate employment opportunities and stimulate regional businesses.

3. A commitment to preserving natural and cultural heritage, as the development of sustainable tourism practices can protect these resources for future generations.

Therefore, it is evident that growth poles or mountain growth centers can be viewed as a concept of regional development aimed at stimulating economic growth and the development of mountainous areas through the growth of specific industries and the creation of tourism clusters.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS AREA

The research results have shown that mountainous areas in different countries around the world face similar development challenges, given the complexities of developing local economies. Considering the outlined issues, attention is drawn to the fact that mass tourism is the main direction of development, which is achievable through the creation of tourism clusters near such areas. Based on the content of the obtained results, the following conclusions can be drawn:

1. The primary direction for the development of mountainous areas is the creation of a tourism cluster and its associated "growth poles," which accelerate the tourism sector development. These clusters act as catalysts for the growth and development of the surrounding areas by stimulating growth in the primary and secondary sectors of the local economy for each specific region. In this context, the multiplier effect plays a significant role, in simplest form involves the multiple circulation of money within the economy of the

mountainous territory spent by tourists in the tourist cluster.

2. In addition to the multiplier effect, a cluster promotes the concentration of investments within the local territory and their diffusion through growth poles. Consequently, the creation of a cluster is a more productive and efficient way of attracting investments to mountainous areas and diversifying their economies.

3. As a result of the existing advantages of multiplication and investment diffusion in clusters and growth poles in mountainous areas, the best companies, organizations, and other participants in the tourism sector concentrate. They collaborate to ensure the effective development of tourism.

The prospects for further research lie in the maximum expansion of the field of systematizing cluster development experience to a degree sufficient for studying the sustainability of tourism clusters' development in mountainous areas. Specifically, areas of research interest include information on the periods during which clusters can sustain stable economic growth in mountainous territories and data on the factors that influence their sustainability.

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