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MECHANISM OF INTEGRATED DEVELOPMENT OF SERVICE ORGANIZATIONS: ESPORTS AND TOURIST CLUBS CASES

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МЕХАНІЗМ ІНТЕГРОВАНОГО РОЗВИТКУ ОРГАНІЗАЦІЙ СФЕРИ ПОСЛУГ: КЕЙСИ КІБЕРСПОРТИВНИХ ТА ТУРИСТИЧНИХ КЛУБІВ

The relevance of this research is determined by the increasing pace of digitalization in the economy and the subsequent development of integrated development mechanisms for service organizations, such as esports and tourist clubs. It's becoming increasingly evident that the foundation of cooperation between these entities is coordinated joint activity, which involves combining and interacting with various aspects of their operations to maximize synergistic effects. By the above provisions, this article aims to study the specifics of forming an integrated development mechanism for service organizations, such as esports and tourist clubs. The research confirmed that the integrated development mechanism for esports and tourist clubs is an effective tool for achieving synergy and mutual growth. The key components of this mechanism are strategic partnerships, resource sharing, joint product creation, joint marketing, results monitoring, and mutual learning. It has been proven that the application of the integrated development mechanism components for service organizations, such as esports and tourist clubs, allows its participants to form and adjust synergistic effects. The operation of the integrated development mechanism for service organizations is formed and adjusted by classic components, but the effectiveness of interaction between these components varies in content. It has been established that even with all the listed elements in place, the effectiveness of integration between esports and tourist clubs depends on how smoothly and purposefully they work together. The coherence of integrated development depends on the conditions and characteristics of each case, as demonstrated by the characterization of existing cases of integrated development of esports and tourist clubs. These include esports events at tourist locations, esports training camps, themed tours for gamers, and the creation of joint products. Each outlined case is distinguished by features such as specificity and practicality, and the situational aspect, clearly showing that there is no universal recipe for success. Therefore, for the coherence of actions, it is important to adapt the classic structure of the integrated development mechanism to the needs and characteristics of the collaboration participants.

Актуальність дослідження обумовлена швидким розвитком цифровізації економіки та синтезованим цим процесом механізмом інтегрованого розвитку організацій сфери послуг (таких як кіберспортивні та туристичні клуби). Зазначимо, що все більш очевидним стає той факт, що у межах співпраці цих суб'єктів основою є злагоджена спільна діяльність, яка передбачає поєднання та взаємодію різних аспектів їх діяльності з погляду максимального сприяння досягненню синергетичного ефекту. Згідно з наведеними положеннями, мета статті полягає в дослідженні особливостей формування механізму інтегрованого розвитку організацій у сфері послуг, зокрема кіберспортивних та туристичних клубів. Дослідження підтвердило, що механізм інтегрованого розвитку кіберспортивних та туристичних клубів є ефективним інструментом для досягнення синергії та взаємного зростання. Ключовими складовими цього механізму є стратегічне партнерство, обмін ресурсами, спільне створення продуктів, спільний маркетинг, моніторинг результатів та взаємне навчання. Доведено, що застосування складових механізму інтегрованого розвитку організацій сфери послуг (таких як кіберспортивні та туристичні клуби) дозволяє її учасникам сформувати та скоригувати синергетичний ефект. При цьому механізм інтегрованого розвитку організацій у сфері послуг формується та коригується на основі класичних складових, проте ефективність взаємодії між ними є варіативною за змістом. Констатовано, що навіть за наявності всіх перелічених елементів, дієвість інтеграції кіберспортивних та туристичних клубів залежить від того, наскільки злагоджено вони працюють разом. Злагодженість інтегрованого розвитку залежить від умов та особливостей кожного конкретного випадку, що підтверджується наявністю сучасних кейсів інтегрованого розвитку кіберспортивних та туристичних клубів, включаючи організацію кіберспортивних заходів у туристичних локаціях, тренувальні збори для кіберспортсменів, тематичні тури для геймерів та спільне створення продуктів. Кожен з вищезазначених кейсів підкреслює відсутність універсального рецепту успіху. Таким чином, для забезпечення злагодженості

дій важливо адаптувати класичну структуру механізму інтегрованого розвитку до потреб та особливостей учасників співпраці.

Keywords: *esports events; esports clubs; tourist clubs; joint development; joint product; esports; cyber karate; tourism.*

Ключові слова: *кіберспортивні заходів; кіберспортивні клуби; туристичні клуби; спільний розвиток; спільний продукт; кіберспорт; кіберкартате; туризм.*

Problem statement. The relevance of the research is driven by the increasing pace of digitalization in the economy and the resulting development of the integrated development mechanism for service organizations, such as esports and tourist clubs. It is becoming increasingly evident that within the cooperation of these outlined entities, the foundation is coordinated joint activity. It involves combining and interacting with various aspects of their activities to maximally facilitate the achievement of a synergistic effect (or synergy) [1-2]. It is noted that pursuing such an effect is, in fact, the primary goal of integrated development. It aims to ensure joint activities between two or more entities, producing a result that exceeds the sum of what each entity could achieve individually.

A characteristic example is the collaboration between the esports club "Na'Vi" and the tourist club "Karpaty Travel," which is based on organizing esports tournaments and training camps in the picturesque corners of the Carpathians, combining competitions with active recreation (hiking, excursions, and workshops on local crafts). "Na'Vi" engages its fans with the tourist offerings of "Karpaty Travel" while the tourist club provides clients an opportunity to attend esports events and meet professional players. Additionally, the collaboration partners are working on creating unique tourist packages that include attending esports tournaments, staying in hotels with gamer-friendly infrastructure, and tours to places connected with the history and culture of Ukraine. .

According to the results of the collaboration, a synergistic effect has been achieved, manifested through:

1. Audience expansion: Na'Vi attracted new fans among outdoor enthusiasts, while Karpaty Travel expanded its client base by attracting gamers.
2. Increased revenue: both clubs generate additional income from the sale of joint products and services as well as from attracting new sponsors and partners.
3. Enhanced brand recognition: joint events and marketing campaigns contribute to the increased popularity of both clubs and strengthen their market positions.
4. Development of tourism and esports in the region: by attracting tourists and esports enthusiasts to the Carpathian region.

The analysis of recent researches and publications. In the scientific works of most Ukrainian experts, to varying degrees, the characteristics of integrated development of service organizations such as esports and tourist clubs are studied.

So, Horova, K. O., Horovyi, D. A., and Kiporenko, O. V. study both the general specifics of creating esports clubs and the prospects for development through various joint activities and projects.

Kopets H.R., Sergatiuk A.A., and Maslyhan O.O. formalize cases and features of joint development of tourist club systems with other service sector organizations.

Therefore, the authors relied on these works to identify the characteristics of forming the mechanism of integrated development for service sector organizations.

Goal setting (formulation of goals of the article). The article aims to study the characteristics of forming the mechanism of integrated development for service sector organizations, such as esports and tourist clubs.

The paper main body with full reasoning of academic results. Within the study, the authors have noted that the integrated development of esports and tourist clubs is a strategy that involves combining the efforts and resources of these two organizations to achieve a synergistic effect.

In the outlined development of esports and tourist clubs, the synergistic effect manifests itself in several directions, including:

1. Esports clubs can attract a young audience interested in technology and sports spectacles. Tourist clubs can offer new travel and leisure opportunities for esports enthusiasts.
2. Collaboration between clubs can lead to the creation of unique tourist packages that combine visits to esports tournaments with tours and other entertainment activities.
3. Joint marketing campaigns can be more effective than the individual efforts of each club, as they reach a broader audience and utilize various communication channels.
4. Sharing resources (such as event venues and transportation) can reduce costs for both clubs.
5. The exchange of experience and ideas between clubs can stimulate innovative activities and the creation of new products and services.

Indeed, such a collaborative format is crucial, leading to outcomes that exceed the sum of what each club could achieve individually. In other words, it emphasizes the "1+1=3" effect, where the interaction between esports and tourist clubs creates additional value.

In this perspective, the mechanism of integrated development for service organizations such as esports and tourist clubs involves combining and interacting with various aspects of their activities to achieve and further enhance a synergistic effect.

This is facilitated through components such as strategic partnerships, exchange of resources and competencies, creation of joint products and services, joint marketing and promotion efforts, monitoring and evaluation of outcomes, as well as mutual learning and development.

Characterizing the outlined components of the mechanism (see Table 1) reveals that the effectiveness of their interaction is crucial, not just their format.

Therefore, even with all these elements in place, the integration success depends on how well-coordinated and purposefully they work together.

Table 1. Components of the mechanism of integrated development for service organizations such as esports and tourist clubs

Components	Directions of action of the integrated development mechanism	Specificity of the component's action within the mechanism
Strategic partnership	Defining common goals and interests, developing a long-term cooperation strategy, and forming trusting relationships between clubs.	It involves pooling their resources, competencies, and efforts to achieve common goals through defining shared objectives, developing a joint strategy, and building trusting relationships.
Resource and competency exchange	Esports clubs provide: expertise in organizing tournaments and events, access to professional players and coaches, and an audience of gamers and youth. Tourist clubs provide: infrastructure for hosting events, knowledge of the local area and tourist routes, and experience in organizing trips and excursions.	
Creation of joint products and services	Developing unique tourist packages that include esports events, organizing training camps for esports athletes with elements of active recreation, and creating themed events that combine esports and tourism.	It involves developing and promoting unique propositions that combine elements of both fields, such as tourist packages with visits to esports events, esports training camps in tourist locations, themed events and festivals, and the development of joint merchandise and souvenirs, among others.
Joint marketing and promotion	Using various communication channels (social media, websites, press) to promote joint products and services, organizing joint advertising campaigns and promotions, and engaging influencers and thought leaders from both sectors.	It involves pooling their efforts in advertising, communication, and brand promotion to achieve common goals through joint advertising campaigns, cross-promotion, and creating shared content.
Monitoring and evaluation of results	Continuous analysis of the effectiveness of joint activities, measuring achieved results against set objectives, and making adjustments to the integrated development strategy as needed.	It involves a systematic process of collecting, analyzing, and interpreting data on the effectiveness of joint activities through the determination of key performance indicators (KPIs), data collection, analysis, and interpretation of results.
Mutual learning and development	Sharing experience and knowledge between clubs, joint training and professional development of staff, participation in joint projects and research.	It involves exchanging knowledge, experience, and best practices between cyber sports and tourist clubs through various forms of mutual learning and development.

Source: formulated by the author based on [1-2; 4-5]

The listed components can be applied in the integrated development mechanism of service organizations like cyber sports and tourist clubs. It allows participants to shape and adjust the synergistic effect, expand their audience reach, increase revenue, and enhance their market positions. It is achievable through clear goal-setting, open communication, mutual trust, flexibility, and continuous improvement [3].

Considering that the coherence of integrated development depends on specific conditions and characteristics of each case. It illustrates the characterization of existing cases today in the integrated development of cyber sports and tourist clubs, including cybersports events in tourist locations, cyber sports training camps, thematic tours for gamers, and the creation of joint products. Each outlined case is distinguished by characteristics such as specificity, practicality, and situational aspects (including causes, consequences, and actions of participants). There is no universal recipe for success. Therefore, it's important to adapt the classic structure of integrated development mechanisms to the specific needs and capabilities of each organization.

The case of cybersports events in tourist locations shapes a development aimed at combining gaming events with travel and leisure in attractive tourist destinations. In this case, the cyber sports club organizes a tournament featuring popular esports games while the tourism club, as a partner, provides accommodation for participants and spectators and organizes tours, and recreational activities.

Considering the nature of collaboration (see Table 2), this format of events allows for merging the interests of gamers and travel enthusiasts, creating a unique experience and expanding the audience of both spheres.

As an example of the outlined case, one can mention the integrated development of Natus Vincere-Extrem Style-"Join UP!" aimed at joint Dota 2 tournament events in Bukovel (2021, 2022, 2024, Ukraine), organized by the esports club Natus Vincere, tour operator "Join UP!", and the adventure tourism club Extrem Style (offering active recreation for extreme sports enthusiasts).

The outlined collaboration has generated significant synergistic effects, characterized by engaging over 75,000 new representatives from the esports and

tourism audiences, increasing brand awareness, and boosting revenues for both clubs and the tour operator.

Table 2. Characteristics of collaboration fined at integrated development through computer game events combined with travel and leisure

Key characteristics of esports tournaments in tourist locations	Advantages of hosting esports tournaments in tourist locations	The result that forms a synergy effect
Venue: Tourist locations - ski resorts, seaside destinations, historical cities, or cultural centers. Tournament format: Varied - from small local competitions to large international championships. Participants: Professional esports athletes and amateurs can participate. Program: The event program may include various entertainment and activities for participants and spectators: tours, workshops, concerts, parties, etc.	Engaging new audience: attracting gamers and people interested in travel and new experiences. Hosting tournaments: can increase interest in the tourist location and attract additional visitors. Local economic development: contributes to the development of the hotel industry, restaurants, transportation companies, and other service sectors. Creating a unique spectator experience through combining esports excitement with leisure in an interesting location	An effective way to combine the interests of gamers and travel enthusiasts, creating a unique experience and expanding the audience of both spheres

Source: formulated by the author based on [1; 3; 5-6]

This case is specific in that it allows combining the interests of gamers and travel enthusiasts, creating a unique experience and expanding the audience of both sectors.

A case of esports training camps promotes development focused on organizing joint events to improve gaming skills and team cooperation among esports players, combined with leisure and relaxation in an attractive tourist destination.

Taking into account the content of cooperation (see Table 3), this format of events allows for professional development of esports players and contributes to the development of the tourism industry. In this case, the esports club conducts training camps for its teams at hotels or resorts owned by the tourism club.

Participants of the training camp have the opportunity not only to train, but also to relax and enjoy nature. An example of this case is the integrated development of NAVI through the CS:GO team's training camp at the "Rixos Prykarpattya" hotel complex (Ukraine).

This collaboration has created a significant synergistic effect, characterized by increased efficiency in training for esports athletes, ensuring stable hotel occupancy, and creating a unique offer for gamers.

Table 3. Characteristics of collaboration aimed at integrated development through improving gaming skills and team interaction of esports athletes, combined with rest and relaxation

Key characteristics of esports training camps	Benefits of conducting esports training camps in tourist locations	A result that creates a synergistic effect
Location: Hotels, resorts, or specialized esports centers located in scenic areas that promote relaxation and concentration. Participants: Professional esports teams or individual players seeking to improve their skills and prepare for upcoming competitions. Program: Includes individual and team training, game analysis; provides various activities for rest and recuperation, and team-building exercises to foster camaraderie and interaction among players	Improved results: Increased concentration and motivation of players. Strengthened team spirit: Through shared leisure and entertainment activities. Promotion of the tourist region: Conducting the training camp in an attractive location. Additional income for the tourism industry: The camp ensures occupancy of hotels, restaurants, and other service establishments.	An effective way to ensure the professional development of esports athletes and contribute to the development of the tourism industry.

Source: formulated by the author based on [1; 3; 6]

In fact, such a case is unique in that it allows for the combined development of both the sports and tourism industries.

The case of thematic tours for gamers fosters development through specialized tourist offerings designed to cater to the interests and needs of video game enthusiasts. Considering the nature of collaboration (see Table 4), this format of events allows for combining visits to iconic locations associated with gaming culture with traditional tourist activities, creating a unique and unforgettable experience for participants. At the same time, the tourist club designs special tours for esports fans, which include visits to esports arenas, computer game museums, meetings with professional players, and more.

As an example of a specific case, we can consider the integrated development of the "Esports Trail" tour by TUI Tours, which includes visits to Berlin, Germany. This

tour features the Mercedes-Benz Arena, known for its esports events, the Computerspielemuseum (Computer Game Museum), and the Cyberkarate Museum.

This collaboration has generated a significant synergistic effect, characterized by attracting a new audience to tourism and creating a unique product that caters to the interests of gamers.

Table 4. Characteristics of collaboration aimed at integrated development through specialized tourist offerings designed to cater to the interests and needs of video game enthusiasts

Key characteristics of thematic tours for gamers	Benefits of thematic tours for gamers	A result that creates a synergistic effect
<p>Themes: Tours dedicated to a specific game, genre, esports team, or the gaming industry as a whole.</p> <p>Itinerary: Includes visits to places of special significance for gamers, such as: game developer studios, esports arenas and tournament venues, locations where movies or series based on games were filmed, stores with gaming merchandise.</p> <p>Activities: Tours may include participation in local tournaments, meet-and-greets with players, workshops on game development or esports training, parties and quests, and visits to gaming festivals and exhibitions.</p>	<p>New market segment: Attracting a new audience to the tourism industry.</p> <p>Unique experience: Creating experiences for gamers who can combine their hobby with travel.</p> <p>Local economic development: Attracting tourists to the region and supporting local businesses.</p>	<p>Specialized offerings allow for catering to the needs of a specific audience and creating new business opportunities.</p>

Source: formulated by the author based on [1-2; 4-5]

Such a case is unique and allows for increased profitability for the collaborating partner. Thematic tours typically have a higher price point compared to regular tourist packages, as they offer exclusive and unique experiences [1].

The case of creating joint products fosters development through collaborative efforts where both organizations combine their resources and expertise to develop and promote unique products or services that meet the needs of both target audiences. Considering the nature of collaboration (see Table 5), this format allows participants to effectively collaborate by leveraging their strengths and complementing each other. In this case, the esports and tourist clubs develop joint products such as merchandise, souvenirs, and gaming accessories featuring the logos of both clubs. As an example of a specific case, we can consider the integrated development of Virtus. pro and the "Travel" club through the collection release of travel apparel featuring logos of

esports heroes. The specific collaboration has created significant synergistic effects, characterized by increased revenue due to expanding product range and strengthened partnership relations [1]. This case is specific in that it promotes both fields of activity and creates new opportunities for their development.

Table 5. Characteristics of collaboration aimed at integrated development through the creation of joint products

Features of the case of creating joint products	Advantages of joint products	A result that creates a synergistic effect
Target Audience: The product is tailored to the needs of gamers and travel enthusiasts. Uniqueness: The product is original, grabs attention, and is interesting to potential customers. Value: The product provides real value to consumers. Marketing and Promotion: An effective marketing strategy has been developed to promote the product and convey information about it to the target audience.	Synergy: The joint product exceeds the sum of its components in terms of profitability, quality, and accumulated experience. Strengthening Partnership Relations: Development of long-term cooperation between clubs that may lead to new joint projects	Joint products enable achieving quick successes and creating new opportunities for development

Source: formulated by the author based on [2-3; 6]

Therefore, while the number of components in an integrated development mechanism may vary, the key factor for success is the coordinated interaction between them. Only through coordinated efforts of all participants can maximum synergistic effects be achieved, ensuring the sustainable development of the clubs.

Conclusions from this study and prospects for further exploration in this direction. Research has confirmed that the mechanism of integrated development between esports and tourist clubs is an effective tool for achieving synergy and mutual growth. Key components of this mechanism include strategic partnerships, resource sharing, creation of joint products, collaborative marketing, performance monitoring, and mutual learning. Additionally formalized thesis can be supplemented with the following clarifying provisions:

1. The application of components of the integrated development mechanism in service sector organizations, such as esports and tourist clubs, allows their participants to shape and adjust synergistic effects (expanding audience reach,

revenues, and market positions). In this case, the operation of the integrated development mechanism in service sector organizations is formed and adjusted through classic components but interaction effectiveness between these components varies in content. Even with all the listed elements in place, the effectiveness of integrating esports and tourist clubs depends on how well-coordinated and purposefully they work together.

2. The coherence of integrated development depends on the conditions and specifics of each case, as evidenced by current examples of integrated development of esports and tourist clubs, including esports events in tourist locations, esports training camps, thematic tours for gamers, and the creation of joint products. Each specific case is characterized by features such as specificity and practicality, and situational aspects (including causes, consequences, actions of participants). It is evident that there is no universal recipe for success. Therefore, for coherence in actions, it is important to adapt the classic structure of the integrated development mechanism to the needs and specifics of the cooperation participants.

Based on the content of the provided provisions, the prospects for further research in this direction lie in developing standard integration models. Specifically, through analyzing cases, it is possible to develop typical integration models that can be adapted to the needs of different organizations.

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