

7. Foreign experience of the development of successful companies

In the management of the best companies in the world, regardless of the model in which they exist, regardless of nationality, the following features are determined: client-oriented approach, business diversification, activation of the human factor, use of modern integrated information marketing technologies, development of partnership relations, including through new organizational forms of management, namely: global associations, strategic alliances, consortia providing access to cheap resources and important sales markets, the dominance of adaptive management structures, important activities for the creation and maintenance of microculture.

Ensuring the sustainable socio-economic development of regions and increasing their competitiveness are impossible without overcoming the problems of interregional differences, eliminating crisis phenomena and backwardness in the development of certain territories of the country. When managing the economic development of a separate region, it is advisable to highlight all the above relatively independent goals and monitor their achievement. In particular, along with monitoring the state of regional production and the dynamics of the population's monetary income, it is necessary to monitor other important parameters of economic transformation.

Availability and level of quality of education, kindergartens, other educational institutions and their accessibility, as well as the level of education and qualifications of citizens are the most important parameters of the level of well-being of any region. Food supply, quality control, compliance with consumer rights in the retail market are also parameters for assessing the level of regional growth. At the post-industrial stage of transformation of a city or region, the main factor determining its well-being is the level of availability of regional infrastructure. How developed the roads, communications, residential sector, service and entertainment industry are, available office space, how low the crime rate is and the city is provided with qualified personnel - all this determines the development potential of the post-industrial region. How the entire infrastructure of the region is able to accept a new type of business and new

people, how quickly and effectively the entire regional infrastructure can adapt to new conditions - all this determines the potential of post-industrial growth [114, p. 1-10].

Let's consider the positive experience of Germany, transformational changes, innovative solutions, problems that arose after the unification of the country. Germany is a special country that is trying to overcome the negative consequences of its tragic past. Two world wars left their mark in architecture, cultural and historical monuments. A large part of cities, towns and villages was destroyed. After the Second World War, Germany was divided into 4 zones of occupation. These sectors were under the control of the governments of the USSR, USA, Great Britain and France.

The economic, political and social cooperation of 6 European countries, namely: Germany, Italy, France, Belgium, the Netherlands and Luxembourg, initiated the creation of the "European Coal and Steel Community" in 1951, and in 1957 – the "European Economic Community" and "of the European Atomic Energy Community". The European Union is a new political institution created by nation-states after the Second World War.

Its main goal is to avoid war, strengthen state power, and overcome the poverty and devastation caused by two world wars. Right now, the European Union is achieving economic and political integration, and this process is one of the most ambitious projects ever implemented by any supranational political institution in the world.

A commitment to liberal democratic methods as a means of enabling cooperation is a major feature that unites Europeans and has become one of the defining characteristics of the European Union. Eastern and Western Europe are united by the common experience of prosperity and progress embodied in the European Union.

The end of the "Cold War", marked by the collapse of the Soviet Union (1989-1991), caused significant changes in both Western and Eastern Europe. In the West, he caused the transformation of socialist and communist parties and initiated the search for new political ideologies capable of existing in a world where global capitalism functions and there is no longer communism. In addition, he added new strength to the idea of greater political integration of the European Union and enabled Germany to

become the leading power of the European Union.

In addition, the fall of the Berlin Wall marked the beginning of the process of expansion of the European Union, which included the countries of Central and Eastern Europe. The territory of modern Brandenburg was included in the Soviet zone of occupation, in which the Democratic Provision on Citizens of 1946 was issued, which extended along with Brandenburg to Pomerania, Saxony, Thuringia and Saxony-Anhalt. The Land of Brandenburg, for example, was divided into three districts: Cottbus, Frankfurt am Oder and Potsdam.

With the reunification of Germany and the end of the communist German Democratic Republic (GDR), the five former GDR regions in East Germany had to change their economic and political system from a planned economy to a private sector-oriented market economy. The changes that took place required the emergence of new economic structures, new ways of thinking and training requirements from all stakeholders of the former system, as well as the creation of modern institutions and promising economic support structures. In addition to attracting investors to the general process of privatization, emphasis was placed on ensuring and strengthening the stability of industry poles traditional for the GDR in various parts of Brandenburg (Bestandssicherung).

Namely: tourism and the film industry around Potsdam and Hafelland, as well as promoting the development of industry in medium-sized cities. In the region, more attention was paid to the use of local research organizations and their integration in promoting the development of new areas of business and startups. It was also a time when cluster policy and the strengthening of endogenous potentials became more acceptable within the European Union as a whole, and not only in Germany [115].

Clusters in Germany are considered the most successful and effective form of investment and innovation development of the country's regions. At the same time, clustering processes are characterized by significant centralization. If at the initial stages, cluster formations were created here spontaneously and chaotically, then at the current stage, clusters in Germany are formed with the active support of the state, which is implemented through the mechanism of providing scientific institutions with modern

equipment and supporting them with financial resources.

In various regions of Germany, we have the opportunity to trace the local specificity of cluster formations. Analyzing the above, we can draw a conclusion: there are national peculiarities of cluster policy in the countries of the world, which are determined by the traditions and culture of the process of policy formation in them in general, as well as the chosen concept of clustering. In addition, cluster policies of states differ in the degree of intervention of authorities in the process of creating clusters and directions of participation of power structures in the implementation of cluster processes [116].

Germany is a country in which you open new pages for yourself every time - its history, the character and traditions of its inhabitants, the incredible contrast between rural nature and the active life of big cities.

Nuremberg with its bridges and arches, the unique castles of Hohenschwangau and Neuschwanstein, the magnificent Black Forest, touristic Bavaria with its rich historical past and natural attractions, multifaceted Berlin, the tranquility of the Baltic coast, the purest lakes and unique mineral springs, mountain resorts, medieval cities - all it attracts tourists to Germany, a country of order and picturesque nature.

Ancient German lands are rich in powerful fortresses and medieval castles, majestic monasteries and churches, exquisite palaces and high towers, beautiful gardens and parks. Cities have their own unique face, a rich excursion program awaits you, tasting traditional German cuisine, visiting unique museums and pleasant walks through narrow cobbled streets. Germany is a patchwork quilt, as if woven from different eras, historical events and cultures. The capital of the country is the best proof of that.

Go to Dresden with its magnificent baroque buildings, ancient squares and streets, fountains and bright green lawns, art galleries and museums. In Dresden, we can travel for hours, just observing the change of architectural images and streets, the place of knightly tournaments, the halls of the royal palace, palace ensembles and parks.

The history of the Dresden Gallery began in the 16th century, when the Elector of Saxony Friedrich III the Wise, who was an admirer of the art of Lucas Cranach and Albrecht Dürer, gathered his own collection of paintings. During the reign of the Saxon Elector Augustus I, the Art Cabinet (Kunstkamera) was created in his residence – Wittenberg Castle.

The collection of paintings in the Kunstkamer mainly consisted of paintings on religious subjects and dynastic portraits. The next elector, Augustus II the Strong, on the advice of the court architect and the first director of the Le Plas museum, separated the works of painting into a separate independent picture gallery, which was placed in the "Equestrian Yard" on Judenhof Square in Dresden.

From that event that happened in 1722, the official life of one of the most glorious museums in the world begins. During the reign of Augustus III the Saxon, the collection of works of art acquires a systematic character and is carried out by court art connoisseurs with unprecedented activity. In 1745, Raphael's immortal canvas "Sistine Madonna" arrived at the gallery.

The album "The Dresden Gallery" presents masterpieces of painting from three European countries: Italy, Spain and France. Italian painting in the album is presented by outstanding masters of the Early and High Renaissance: Francesco del Cossa "Annunciation", Antonello da Messina "Saint Sebastian", Cima da Conegliano "Introduction of Mary to the Temple", Bernardino Pinturicchio "Portrait of a Boy", Raphael Santi "Sistine Madonna", Giorgione "Sleeping Venus", Titian "Caesar's Denarius", Antonio Correggio "Holy Night (Christmas)" and others. Among the Spanish masters, reproduced canvases are El Greco "Healing of the Blind", Josepe Ribera "Diogen with a Candle", Francisco Zurbaran "Saint Bonaventure", Diego Velázquez "Portrait of Juan Mateos", Esteban Murillo "Madonna and Child".

A wide chronological range – from Nicolas Poussin to Edgar Degas – presents the works of French artists: Claude Laurens "Landscape with the Flight into Egypt", Nicolas Poussin "The Kingdom of Flora", Antoine Watteau "Feast of Love", Auguste Renoir "Portrait of an Officer", Claude Monet "The Banks of the Seine in Lavacourt", Edgar Degas "Two Dancers" and others.

Germany is a special world that forever remains in the hearts of those who come to rest. Germany has everything a tourist needs – magical landscapes, cozy cities, castles and historical legends. Germany offers its guests numerous and quite diverse tourist attractions both in urban conditions and in nature. Just a few of them: familiarization tours, attending events, shopping tours, recreation in the "Luxury Smart" segment, and active recreation combined with culinary regional cuisine [117].

From our own experience, we note that in the development of tourism in the German Democratic Republic, and later in the united Germany, drastic changes took place, which caused a qualitative renewal of the tourism sector. The number of hotel and restaurant complexes, entertainment facilities, water parks, hotels and hostels has also dramatically increased.

But the atmosphere of small cities and towns, their cozy shops, parks and squares, trips on the fabulous Christmas and New Year tram, the first spring flowers near the houses, Easter cupcakes and Christmas markets with traditional wooden stalls and holiday souvenirs, a wide range of street food, from year per year, mesmerizing tourists and local residents.

In addition, here we have the opportunity to buy not only original wooden toys and amazing Christmas tree decorations, but also to feel the emotions of joy and happiness that remain with you for life. Therefore, it is necessary to define the essence of the concept – "joy". This is an emotion, a mood, the ability to feel positive emotions from what you plan, what you expect, what you dream. Joy arises at the moment when we positively perceive a certain situation, have the desire to preserve positive emotions and enjoy every minute, and this state is called "happiness".

Can everyone be happy and joyful? A person is happy when he gets what he wants. For example, the purchase of a car or the birth of a child, or a trip to a country that you have been planning to visit for a long time. In order to be happy, you need to have a desire. That is, when you have the desire, you have the mood and purposefulness, apart from the fact that the trip itself will be, you already rejoice every day in anticipation.

This is happiness. It is important that your desires correspond to your values and

that you do not violate them. It is about how you will achieve them. And this is already planning. The more and better you work on your plan, the easier and more interesting it will be for you to implement it.

Happiness is the creation of dreams and the ability to follow them, enjoying every minute – to be happy. Because happiness is overcoming known barriers on the way to known goals. And joy is a feeling that you feel every day, every minute. And joy is a way out of the comfort zone, it's development, it's life! When you are happy, you create new moments, interesting memories. Because our memory records emotional memories [118].

Every person in his life has probably repeatedly asked the question – what is happiness? This concept is more than subjective, everyone has their own answer. It is quite difficult to give an unequivocal definition of "hygge". In the Danish language, the word "hygge" was borrowed from Norwegian, which meant "well-being" or "well-being". Now it is better to equate it with the concept of "coziness", but if "hygge" is considered more deeply, then it means "atmosphere or feeling of happiness".

By the way, there is even an "Happiness Research Institute" in Copenhagen. Its founder, scientist and chief ideologist Mike Viking, in his best-selling book "The Little Book of Hygge. The secret of Danish happiness" emphasizes that the concept of "hygge" is not translated, but felt. How to experience all the beauty of "hygge"? One of the main conditions is to enjoy the moment, to live here and now and to rejoice in the simple (one might even say – modest) "Hygge" pleasures of life. Although the home is the center of hygge, it can of course be achieved outside of it. Country houses, boats, landscapes are great places for "hygge".

You can enjoy coziness and comfort anytime and anywhere. It doesn't matter if you are on a river in Sweden, among vineyards in France, or just in your garden or in a park near the house where you live – the surrounding nature revives and creates an atmosphere of ease, comfort and happiness. Among the natural landscapes, there are no luxuries and extravagances, but good company and pleasant conversation are important. Slow, simple and unpretentious things quickly adjust us to the atmosphere of "hygge" [119].

In Germany, for example, there is everything for recreation. And the sea – as many as two – in the north of the country. And the Alps – in the southeast. There are large metropolises and cozy German towns with half-timbered houses.

Here you can find impressive national parks, nature reserves and natural wonders. Own "Disneylands" for recreation with children. You can travel around the country by car, train, bicycle or even on foot - all routes in detail can be found on the Internet. And the roads to any tourist attractions are excellent. It is extremely easy to find a tourist route for any taste. German cities have a page on the Internet, where there is a mandatory "tourism" section. This section contains a wide variety of offers with a detailed description of routes, hours of operation, ticket prices, and tour operators' telephone numbers [117].

The experience of Germany in the development of domestic tourism is shown in (Figure1).

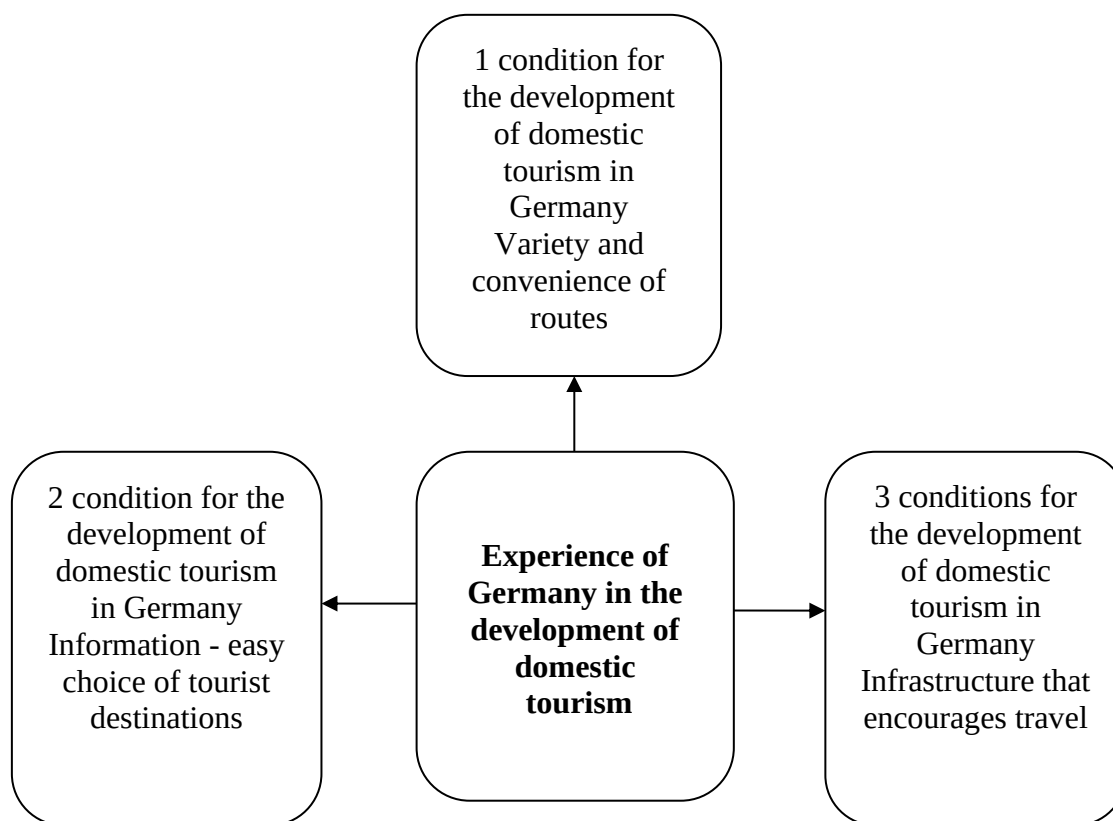


Figure 1. The experience of Germany in the development
of domestic tourism

**Source: created by the author based on [120].*

The five new federal states play an important role in tourism. For many regions in eastern Germany after reunification, tourism became a chance to once again increase the efficiency of management in an economic sense. Landscapes such as the Spreewald, the traditional cultural cities of Dresden or Weimar or Baltic resorts such as Binz on the island of Rügen attract tourists from Germany and abroad. It does not matter how many have already been visited – there are still a significant number of places that we have the opportunity to discover, experience, celebrate and wonder in the country of tourism – Germany [117].

The set of reasons that contribute to the development of domestic tourism in Germany are shown in (Figure 2).

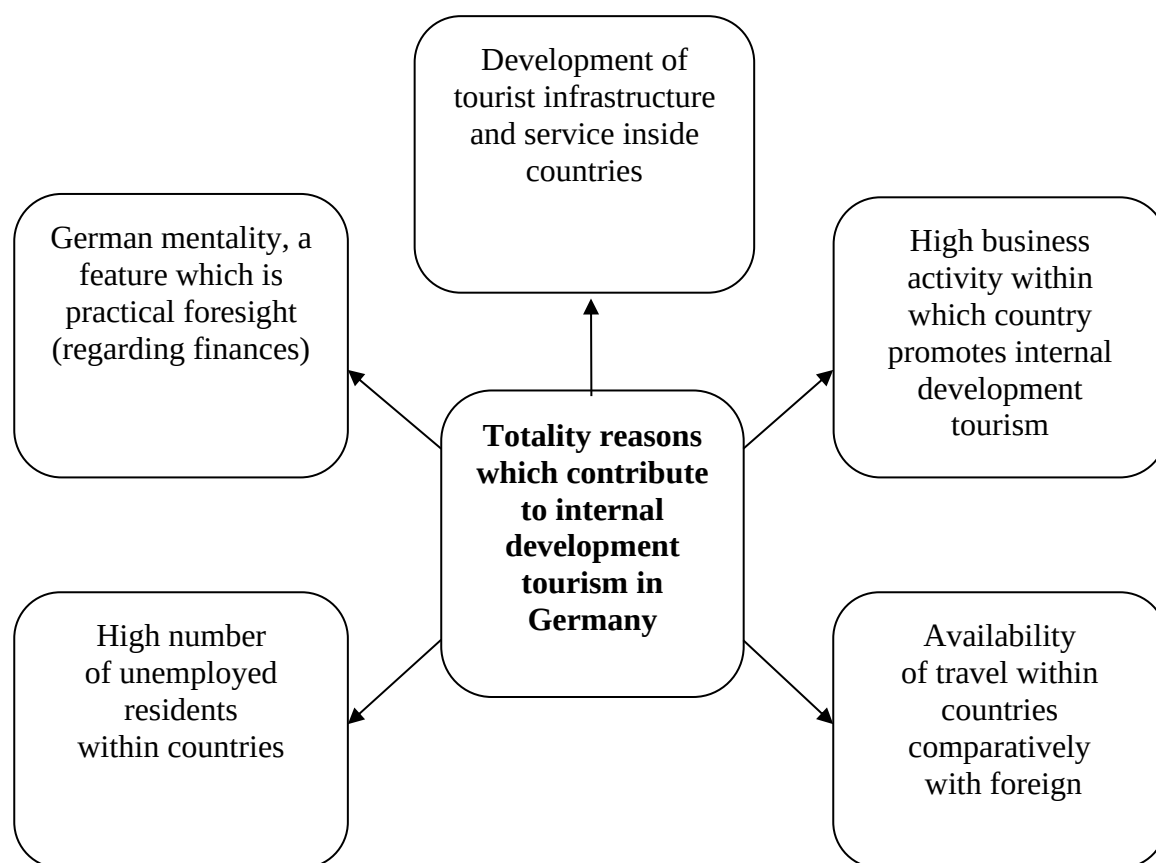


Figure 2. A set of reasons that contribute to the development of domestic tourism in Germany.

**Source: created by the author based on [120].*

The experience of Germany shows that the state, which is interested in the development of the tourism industry, should finance the promotion of this industry both

within the country and abroad, while the funding should be directed not only to advertising activities, but also to in-depth marketing research, increasing information transparency and additional education of workers in the tourism industry, which must meet global standards.

Among the places that will interest those who have not visited Germany before, and those who have, will be interested again – the capital Berlin with its 800-year history, wonderful museums and concert halls, as well as, of course, the Reichstag, the Berlin Wall, the zoo.

Berlin is an urban metropolis where historical monuments are combined with modern architecture. Here, the pedantry typical of Germany is strangely combined with an atmosphere of lightness and ease, which is why the German capital is called the city of freedom. During the Cold War, Germany was divided into two parts – East and West. The Berlin Wall was built to mark the borders along the entire capital.

And in the fall of 2019, the Germans celebrated the 30th anniversary of its fall, when Germany again became a unified state. In some areas of the city, parts of the wall were preserved and turned into a kind of installation. The Brandenburg Gate is a business card of the city, a symbol of united Germany. If you came to Berlin on New Year's Eve, be sure to visit Paris Square, where the gates are located. Mass festivities, concerts and entertainment for tourists are organized here. Local residents advise to go to Museum Island without fail.

There are 5 museums here, a whole day will not be enough to see all of them. Antique exhibits are offered for inspection in the Old Museum, and valuable items of ancient Egyptian art in the New Museum. The National Gallery will appeal to fans of impressionism. In the Bode Museum, you can get acquainted with paintings and sculptures of the early Middle Ages. The Pergamon Museum is very popular among tourists, its exhibits are dedicated to the Islamic art and culture of Eastern Asia.

Gendarmenmarkt square is the best in Berlin. Here are located the German and French cathedrals, as well as the Concert Hall. These masterpieces of architecture were built as early as the 18th century, and then reconstructed after the Second World War. The buildings are impressive with their majesty.

If you have already explored the city and are planning what to see in the vicinity of Berlin, you should visit Potsdam. This is a city located half an hour's drive from the capital. Be sure to visit the Souci Palace, the Dutch Quarter, the Glintzi Bridge and just take a walk through the colorful streets. Potsdam differs from the German metropolis in architecture and general atmosphere [120].

City tourism is the largest segment of the German tourism industry. The number of trips by German and foreign tourists is increasing in the cities. The reasons for traveling are the desire to participate in cultural events or sporting events. The cities, which for many years have held leading positions in German tourism statistics, thanks to their diverse range of services and a significant number of activities, attract more and more visitors who want to make an excursion, have an interesting weekend or a short vacation. There is a noticeable trend towards short vacations, which contributes to the popularity of urban tourism [121].

Cottbus is a city in the eastern part of Germany, located on the Spree River and three railway lines 100 km from Berlin, and is considered the cultural and political center of the Sorbian population of Lower Lusatia. Cottbus is a fairly small city, so it has a special rhythm of life. The atmosphere here is different from the atmosphere of big German cities, the locals even communicate in a special Lusatian-Silesian dialect. Among the attractions for tourists, the "Branitz" castle with its adjacent park, which is located in the south of the city, will be interesting. The residence was built on the special order of Prince Hermann von Pückler-Muskau, who was one of the few key figures of the country in the 19th century. Writer, traveler and landowner, as well as a landscape designer at the Prussian court.

The building was built in the Baroque style, and the project for it was prepared by an architect from Dresden, Gottfried Semper, who designed the Dresden Opera House. At the current stage of history, the castle is a museum in which exhibits are devoted to the life of the prince. Traveling through the streets of the city, we have the opportunity to contemplate a historical building called "Casper Gewerbehof". This building was built more than a hundred years ago, originally one of the large industrial companies was located in it. The building is interesting because it has not changed at

all over the years of its existence.

It is known from my own experience that residents of the city and tourists in Cottbus are also in for a pleasant surprise, they will be able to visit a cinema with the intriguing name "Mirror World". This is the first permanent cinema in the city, the opening of which took place back in 1907, at first it was located in an old apartment building. In 1911, the government of Cottbus decided to build a separate building for the cinema, it is still located in an amazing baroque building. Recently, the cinema hall was supplemented with new modern equipment and designed for 500 people [121].

So, it should be noted that quite significant changes have taken place in the development of international and domestic tourism in Germany, they were connected with the country's cooperation with various international and regional organizations. Tourists with children in Cottbus will be interested in visiting the Senftenberg planetarium, which is located in the immediate vicinity of the city. It was opened in 1966, but tours in it still remain incredibly interesting and informative. A powerful projector is installed here, which can display up to 6,000 celestial bodies.

Cottbus is a great place for family vacations. There are sights and museums that would be interesting for every member of the family ("Branica" palace and park, "Cottbus Theater", "Pharmaceutical Museum"), as well as facilities for active pastime (various entertainment centers). We know from our own experience that it is possible to travel in the city both carefree, walking in the Graftsky Park and the zoo, which is located nearby, and engaging in active leisure activities (visiting entertainment complexes, cycling). At Tierpark Cottbus Zoo, we have a great opportunity to look at various animals that live in all corners of the world – tigers, porcupines, deer, penguins, camels, tapirs, pelicans, bears.

As in any other zoo in Germany, special attention is paid to animal care. In addition, the fence in the park is minimal, due to which the feeling is created, as if the spectators are visiting a safari [121]. Let's consider the necessary conditions for creating a project model of a cluster in the city of Cottbus (Brandenburg). The creation of the tourism and recreation cluster "Cottbus" will ensure the production, technology and information interaction of state authorities, travel agencies, public catering

establishments, hotel and restaurant complexes, museum institutions, information and marketing centers, mass media, educational institutions and research institutions with the aim of creating a joint tourist product.

Let's consider the structural elements of the tourist and recreation cluster – hotel and restaurant complexes. One of them is located in the heart of Cottbus, the “Altstadthotel Am Theater“ and is an ideal place to get to know Cottbus.

The project model of the "Cottbus" cluster is shown in (Figure 3).

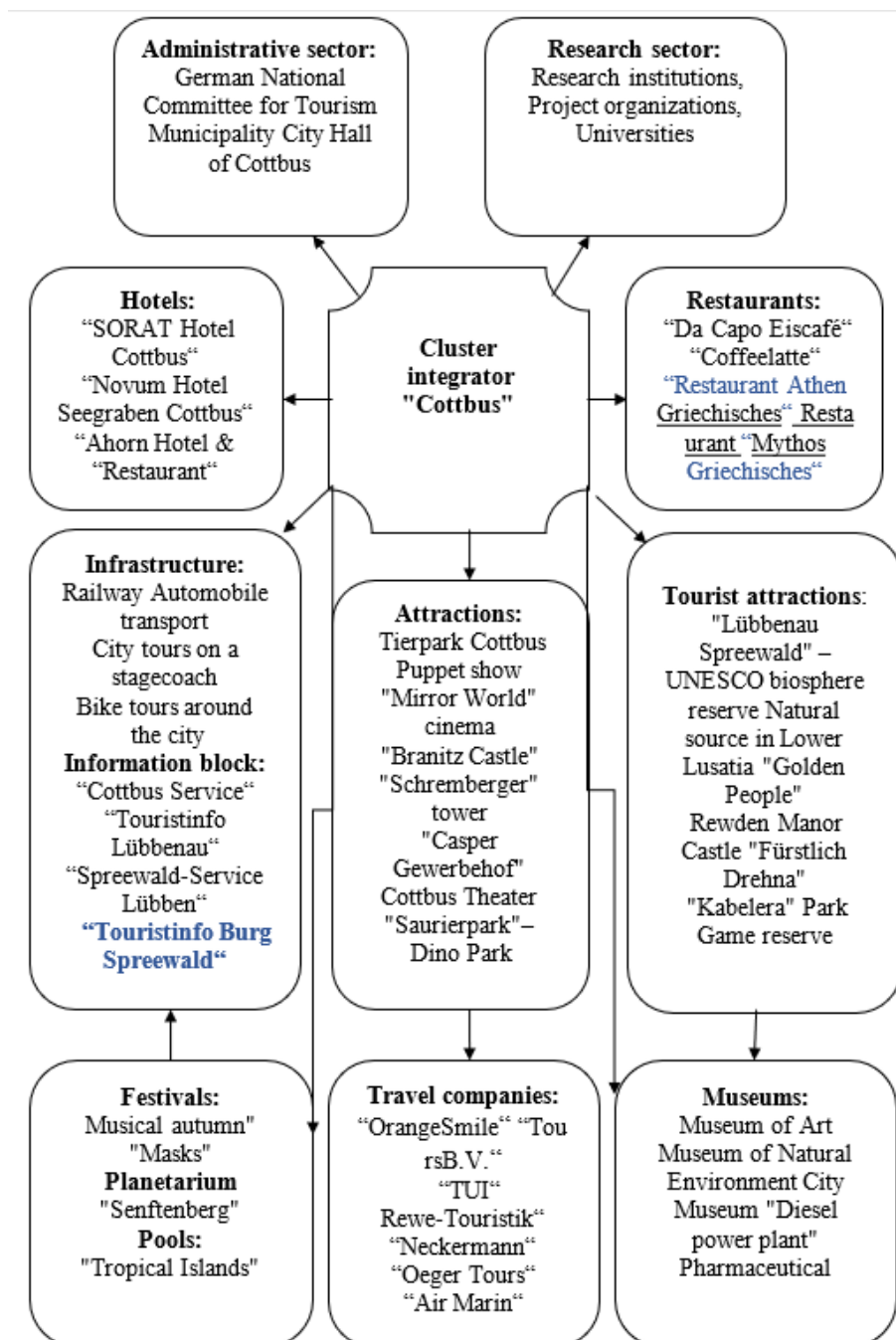


Figure 3. Project model of the "Cottbus" cluster.

**Source: created by the author based on [122].*

It is from here that guests can enjoy easy access to all that this wonderful city has to offer. Due to its close proximity to such attractions as Cottbus Theater, Schremberger Street, Cottbus Exhibition, visitors will be grateful for its location.

For the comfort and convenience of guests, the hotel offers room service, hotel/airport transfer, conference rooms, family room, newspapers. Accommodation in the hotel has a high level of comfort. There is heating, the possibility of ordering a wake-up call, a desk, a mini-bar, and a balcony in every room. In addition, the hotel owners will provide you with full information on what you should see during your stay in the city. Regardless of the purpose of your visit, the "Altstadthotel Am Theater" is an excellent choice for your stay in Cottbus [122].

A characteristic feature of the city and region of Brandenburg is the diversity of various industries, and especially: energy technologies (including environmental protection), metalworking, mechanical engineering, mining, communication technology, media, information and communication industries, food industry, as well as services.

Cottbus is one of the few cities in Germany that still has space for business development, there is sufficient potential for both industrial and commercial space. After the opening of the "Technological and Industrial Park" (TIP), Cottbus became the owner of the largest continuous industrial zone in Brandenburg. The city of Cottbus, as a center for conducting business activities, has an excellent scientific and educational potential for conducting scientific research [123].

A cluster approach is widely used in tourism for the formation and development of competitive tourist destinations. In the regional development strategy, the cluster approach is a form of territorial and sectoral organization of production, which contributes to the implementation of innovative entrepreneurial projects of economic development, conditions the synergistic effect of interaction with scientific and project institutes with the interested participation of regional and municipal management bodies.

In addition, the cluster approach in the field of tourism activates entrepreneurship through the concentration of business activity, therefore it contributes

to the creation of jobs, incomes, improvement of the quality of tourist services, and the life of the population in the territory of its implementation. Successful activity is carried out thanks to the growth of competitiveness, the ability to integrate intellectual, natural and recreational, labor, and financial material resources in ensuring the quality of production and services provided. Joining into cluster networks strengthens the role of small and medium-sized enterprises, allows to use their innovative potential, improves opportunities to enter the world market [124].

The creation of the "Cottbus" cluster will ensure the production-technological and information interaction of state authorities, tourist agencies, public catering establishments, hotel and restaurant complexes, museum institutions, information and marketing centers, mass media, educational institutions and research institutions with the aim of creating joint tourist product.

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The experience of Germany shows that the state, which is interested in the development of the tourism industry, should finance the development of this industry both within the country and abroad, while the funding should be directed not only to advertising activities, but also to in-depth marketing research, increasing information transparency and additional education of workers in the tourism industry, which must meet global standards.

Five separate stages of activation of consciousness to perform the task are shown in (Figure 4).

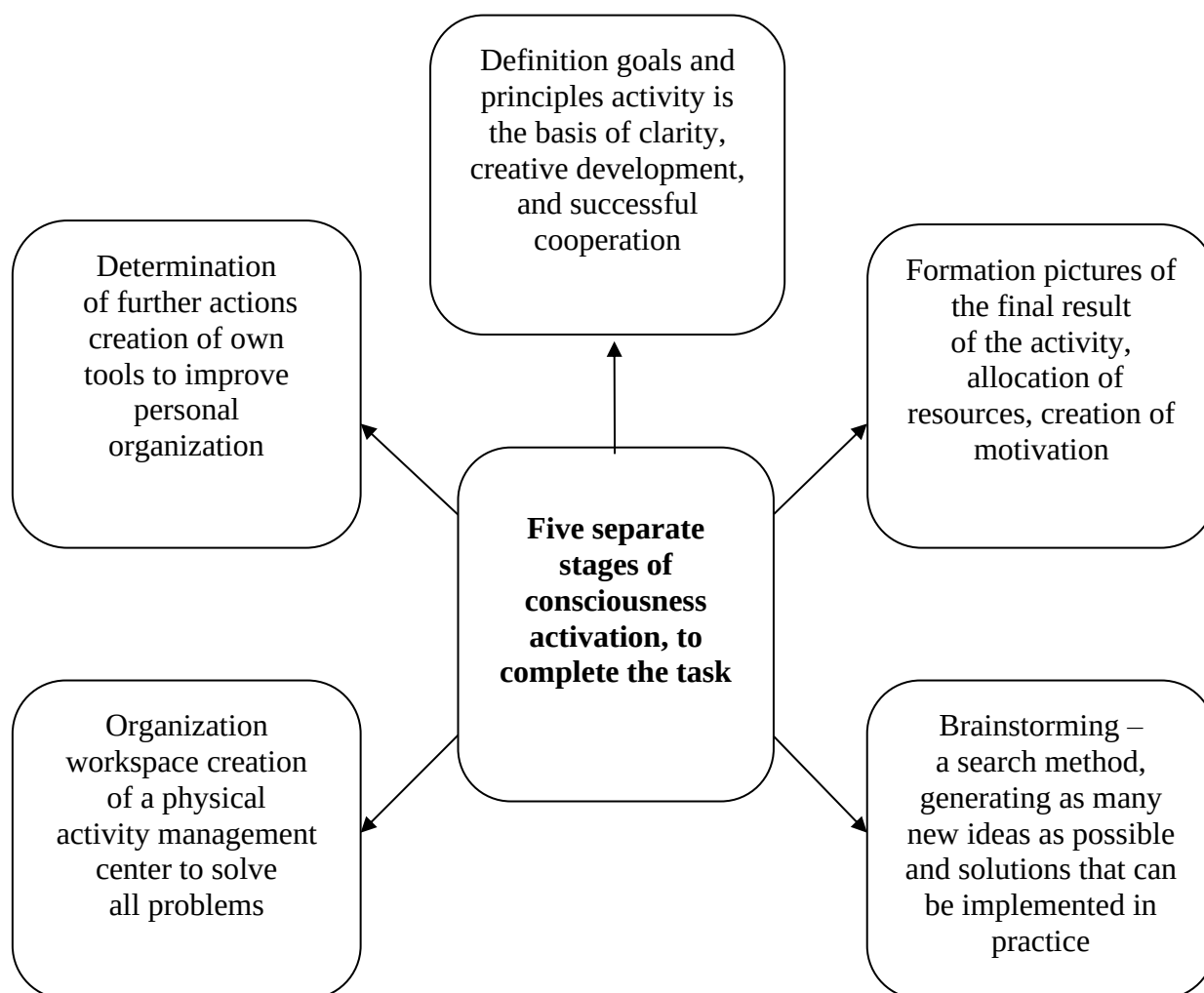


Figure 4. Five separate stages of consciousness activation to complete the task

**Source: created by the author based on [125, p.13].*

More attention began to be paid to the use of local research organizations and their integration in promoting the development of new areas of business and startups. It was also a time when cluster policy and the strengthening of endogenous capacities

became more acceptable within the European Union as a whole, not just in Brandenburg. The combination of the strategy of cluster competence, which is implemented by the land of Brandenburg and the RPZ, has led to a regional and spatial specification of the cluster approach. This made it possible to practically implement the cluster approach at the local level, as well as to focus the emphasis, taking into account the specific situation, on the existing local competitive potentials [123, p. 17].

In the situation that exists at the current stage, it is necessary to analyze various types of risks that have arisen and to create effective techniques and tools for the development and improvement of activities.

David Allen suggests that in order to increase the efficiency of the activity and the performance of the work, it should be divided into five separate stages: outline all the problems that need to be paid attention to; find out their essence and decide what steps to take; organize the results we will receive; consider what alternative options exist; create an action program [125, p.13].

In the study "7 Habits of Highly Effective People", Stephen Covey analyzes paradigms and principles, private and public victories, principles of balanced self-renewal. Let's consider the seven habits of highly effective people, namely: be proactive, start with a goal in mind, win-win thinking is most important, first understand, then seek understanding, create synergy, "sharpen the saw".

Therefore, it is necessary to define the main aspects of the concept of "proactivity". Its meaning is that we, as human beings, are responsible for our own lives. Our behavior is a consequence of our decisions, not environmental conditions. In our hands is the initiative and responsibility to achieve the result.

Extremely proactive people accept responsibility. They do not place the blame for their behavior on the circumstances, the environment, or its influence. Their behavior is the product of a conscious choice based on values, not a consequence of living conditions based on feelings. The ability to subordinate one's impulses to values is a key feature of a proactive personality. Proactive people are led along the path of life by carefully thought-out, selected and learned values. Businesses, social groups, organizations of all kinds (including families) can be proactive.

Proactive individuals have the ability to combine their creativity and ingenuity to create a proactive culture within the organization. The organization does not have to be at the mercy of the environment – it is able to take the initiative to realize the common values and goals of the individuals who belong to it.

Stephen Covey analyzes six paradigms of interaction known to us, but the thoughts in the "win/win" format deserve special attention. "Win/win" is a special attitude of the heart and mind, aimed at the constant search for mutual benefit in all human interactions. "Win/win" means that all agreements and solutions are mutually beneficial and satisfy both parties.

By making a "win/win" decision, both parties are satisfied and do not violate the adopted plan of action. Win/win thinking is a habit of interpersonal leadership. It involves the use in our relations with others of all unique human properties: self-awareness, imagination, conscience and independent will. It includes mutual learning, mutual influence and mutual benefit.

The essence of such negotiations is to separate the person from the problem, focus on interests rather than positions, develop mutually beneficial options and insist on objective criteria – external benchmarks or principles agreed upon by both parties [126, p. 39-40].

The distribution of adaptation strategies into species corresponds, first of all, to the selected classification features of adaptability (passive/active).

Yes, it can be divided into types: passive survival strategies, which use available opportunities and are a typical course of action for an enterprise in a stable and predictable environment; strategies for the active survival of the enterprise, aimed at active search and effective use of opportunities. Strategies of active influence on the external environment correspond to and include actions on active search and creation of new opportunities for innovative development of the enterprise. Such strategies are implemented at the expense of innovations, strategic competences and knowledge.

Strategies of active influence on the external environment (horizontal integration, vertical integration, concentric and conglomerate diversification). The strategy of horizontal integration is carried out when there is an acquisition or merger

with an enterprise or a main competitor operating in another market segment. The strategy of vertical integration indicates that the company is expanding in the areas of activity related to the promotion of goods to the market [127, p. 251-256].

The study of the foreign experience of the combination of the strategy of cluster competence, which is implemented by the Brandenburg state in Germany and RZ (regional poles of growth), led to the regional and spatial concretization of the cluster approach. This made it possible to practically implement the cluster approach at the local level, as well as to focus the emphasis, taking into account the specific situation, on the existing local competitive potentials.

The theoretical justification of the growth poles approach is that economic development does not occur in all places at the same time, but instead in territories where competitive industries and services have already appeared, and where they provide a "spillover effect" due to the strengthening of direct and reverse business relations connections with adjacent territories. In addition to strengthening agglomeration effects from the concentration of economic and labor potential in a specific region or location, the model of regional growth poles (RPZ) is also aimed at creating synergy with adjacent rural areas and areas of so-called secondary growth. Poles of growth in this regard are considered as a starting point from which a new integration formation originates [123, p. 17].

In parallel with the above-mentioned approaches, a new system of multi-level governance was created in the federal state of Brandenburg, and the creation of planning documents for the development of the region was initiated. The shift towards a cluster-oriented approach should be interpreted as a clear transition from the policy of combining rather general top-down planning, according to the principle of "all sisters by earring" and the approach aimed at large projects in the field of investment development, to top-down approaches ("bottom-up") of endogenous development – geographical and cluster orientation. The combination of the strategy of cluster competence, which is implemented by the land of Brandenburg and the RPZ, led to the regional and spatial specification of the cluster approach [123, p. 17].

More than 7,000 enterprises work in Cottbus and its suburbs. In addition to medium-sized innovative enterprises, there are also large concerns and holdings in the city. Combining science, research and business to create highly qualified jobs in Cottbus and the region is an important goal for all parties involved [117].

The share of industries in the service sector of the city of Cottbus is shown in (Table 1).

Table 1

The share of individual industries in the service sector of the city
of Cottbus (Germany)

№	Industry	Determined % of the industry in the total amount	Industry rating
1.	Trade, transport, hotel and restaurant business, tourism	25 %	1
2.	Public administration, defense, social insurance	14 %	2
3.	Health care, disease prevention	12 %	3
4.	Real estate, scientific and technical services	7 %	4
5.	Education, child development studies	6 %	5

**Source: created by the author based on [117].*

It should be noted that the services of trade, transport, hotel and restaurant business, and tourism in the total volume of industries in the service sector make up 25%, which significantly exceeds the share of other industries [117].

Before organizational change can succeed, it must first take place on an intangible spiritual level within the individual people of that organization. To make your idea popular, use a unique approach: do something out of the ordinary. To make your ideas bright, interesting and effective, use all the tools available to you, including your imagination. Share your stories and people will want to share theirs, and together you will create a new and much bigger story. Jim Collins and Morten Hansen have analyzed and formulated the main principles of conducting business in adverse conditions for a long time. Leaders of decathlete companies are clearly aware of the variability of situations at any stage of activity, so they consider it necessary to be ready for possible changes (Table 2).

Table 2

David Brishers' COMPOUT Recipe for Tourist Travel

№	Necessary activities	Implementation of necessary measures
1.	Create a folder for yourself for a certain stage of the trip	Create backup plans in case of unforeseen circumstances, as well as backup plans for backup plans.
2.	When changing the place of deployment, check the "Checklist" (all stages of work with technical equipment)	Conditionally go through the entire route again and make sure that nothing is left behind.
3.	Learn how to load film into a film camera with hands without gloves	Adjust your camera to ensure the quality of every frame you capture.
4.	Learn to disassemble and assemble the camera in advance	Get ready to instantly set up your camera on a tripod, load film, aim the lens at your chosen target, and shoot instantly with ease.
5.	Test the equipment in real conditions	Test your gear in real-world conditions on training hikes before heading out on a real expedition.
6.	Constantly optimize two components - weight and functionality	Carry minimal weight without compromising the functional component and your own safety.
7.	Carefully choose the team for the upcoming trip	When you choose companions for your upcoming trip, choose people with whom you will feel safe in a difficult situation
8.	Take care of backup items	Always take with you spare work clothes and food, additional supplies of oxygen, "alpine cats", gloves.
9.	Appreciate all team members without exception	Never force weak expedition members to climb a mountain peak with others. Remember the slogan: "The strength of a team is determined by its weakest member."
10.	Divide your team according to ability	Split your team into two separate groups: climbers and cinematographers, as this division works well high up in the mountains.

Source: created by the author based on [128].

Leaders of decathlon companies demonstrate three main qualities that, combined, distinguish them from less successful managers - fanatical discipline, empirical creativity, and productive paranoia. Fanatical discipline leads enterprises that are part of the group of decathlon companies to the chosen goal. Empirical creativity is based on previous experience and gives new strength. Productive (productive) paranoia keeps them alive. After all, the ambition of the fifth level inspires and stimulates new shifts.

Decathletes are extremely persistent, never compromise their standards and are so disciplined that they never overestimate their strengths. You need an ambitious goal that you want to achieve and the self-control that will help you slow down when necessary on the way to that goal. Leaders of decathlon companies are always very consistent in their actions, adhere to their values, goals, performance standards and methods of operation. Let's consider the ten commandments-items of Putnam's list – a recipe for making a drink, the name of which is KoMPoT (in the original SMaC – Specific, Methodical, Consistent).

The abbreviation KoMPoT stands for "concreteness, methodicality and consistency". A solid KoMPoT recipe serves as the operational code for turning strategic concepts into realistic and viable ones, a set of methods and techniques longer than ordinary tactical moves. The transparency and clarity of the KoMPoT recipe helps entrepreneurs navigate the business space and maintain the proper operational level of work, especially in extreme conditions [128, p. 38, 300].

The modern concept of project-oriented management consists in the idea of creating organizations in which not only development, changes, but also the implementation of the main business activity can be represented by various projects, which together ensure the achievement of strategic goals of organizations. Such organizations become more competitive and able to optimally use their internal resources.

Let's analyze the main elements that reflect changes in certain divisions of the enterprise (Table 3).

Table 3

The main elements that reflect changes in certain divisions
of the enterprise

№	Type of changes	The main elements that reflect changes in certain divisions of the enterprise
1.	Changes in the main structure	Reflect the nature and level of business activity, legal structure, ownership, sources of financing, international operations and their impact, diversification, mergers, joint ventures
2.	Changes in tasks and activities	The range of products and the set of services provided, new markets, customers and suppliers are reflected

Continuation of table 3

3.	Changes in the technology used	Equipment, tools, materials and energy, technological processes, office equipment
4.	Changes in management structures and processes	Reflect the internal organization, work processes, informal relations, motives and processes, leadership style
5.	Changes in organizational culture	Reflect values, traditions, informal relations, motives and processes, leadership style
6.	Changes in people	Reflect management and service personnel, their competence, motivation, behavior and efficiency in work
7.	Changes in the efficiency of the organization	Reflect: financial, economic, social and other indicators of assessment of the organization's relationship with the environment, the performance of its tasks and the use of new opportunities
8.	Changes in the prestige of the organization	Reflect the prestige of the organization in business circles and society

**Source: created by the author based on data [129, p. 71-75].*

Changes in modern conditions are associated with crisis situations: non-fulfillment of planned and normative indicators; decrease in the company's profit; reduction of the potential capabilities of the enterprise; decrease in the ability to be competitive; decrease in liquidity. In such conditions, the main task of the enterprise is adaptation to changes in the external environment, which causes the above-mentioned types of changes. There should be such a formation of organizational support for the behavior of the enterprise, which would produce the appropriate type of reaction to the conditions caused by the strategic and current external environment.

The management of the enterprise needs to choose such an organizational management structure, the parameters of which will ensure the development of a certain type of reaction that will meet the conditions for the implementation of the chosen strategy [129, p. 71-75].

From our own experience, we note that Germany is a country where you always want to discover new pages of its history, the character and traditions of its inhabitants, the incredible contrast between rural nature and the active life of big cities. German lands offer fortresses and medieval castles, majestic monasteries and wonderful churches, exquisite palaces and high towers, incredible gardens and parks.

The cities here have their own unique face, a rich excursion program awaits you everywhere, tasting traditional German cuisine, visiting unique museums and pleasant walks through narrow cobbled streets.

Therefore, Germany is the fourth largest country in the European Union after France, Spain and Sweden. Experts see sustainable growth and the development of innovation in the revival of cities and predict a significant increase in the number of residents in large cities by 2030, which will have important consequences for the housing market, intra-urban mobility and modern infrastructure. Cities have a great attraction for tourists as well – Berlin itself has a special magnetism, where the number of visitors increases every year [121].

At the current stage, drastic changes have taken place in the world economy. Transformation of the world's leading economies, loss of competitiveness of the most profitable industries. Negative trends, a drop in the production of goods and the inability to provide timely and high-quality services related to the COVID-19 pandemic. Central and local authorities form tactical and strategic decisions that contribute to minimizing the risks that have arisen.

Consider the activities of a 4-star hotel located in the historic central quarter of the city of Cottbus.

The comfortable and spacious rooms of the "Lindner Congress Hotel Cottbus" are equipped with all modern safety equipment (Figure 5).

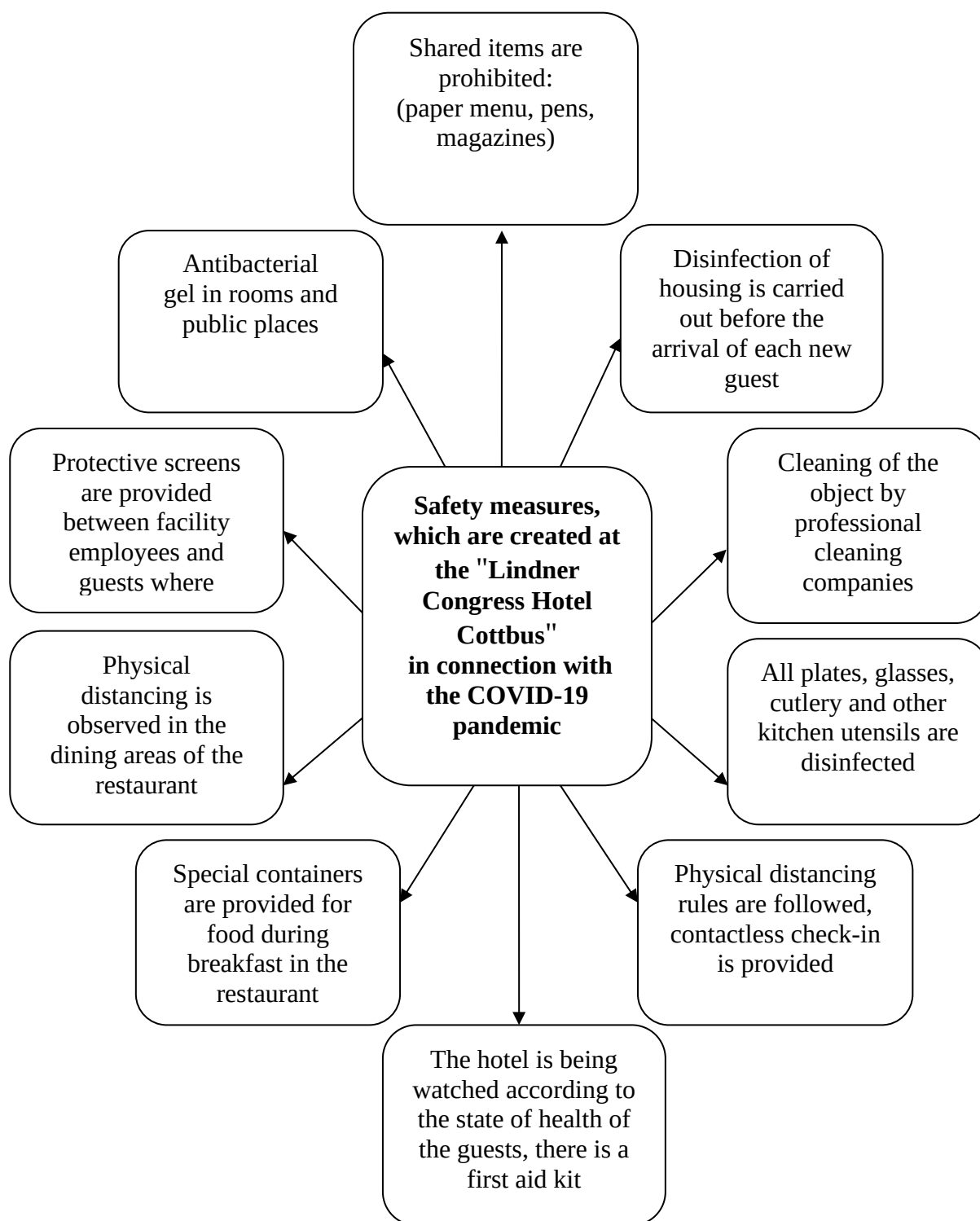


Figure 5. Security measures in place at the Lindner Congress Hotel Cottbus in connection with the COVID-19 pandemic.

**Source: created by the author based on [122].*

The COVID-19 pandemic has affected all areas of our lives, especially leisure and recreation. Due to quarantine restrictions, many countries consider it necessary to

limit the flow of tourists. However, tourism workers note, there are positive points, because due to low demand, prices for some well-known destinations have been significantly transformed. From our own experience, we note that Germany is a country where you always want to discover new pages of its history, the character and traditions of its inhabitants, the incredible contrast between rural nature and the active life of big cities.

German lands offer fortresses and medieval castles, majestic monasteries and wonderful churches, exquisite palaces and high towers, incredible gardens and parks. The cities here have their own unique face, a rich excursion program awaits you everywhere, tasting traditional German cuisine, visiting unique museums and pleasant walks through narrow cobbled streets.

But it should be noted that the years 2019-2022 radically changed the duration, directions of tourist trips and preferences of tourists. World tourism experienced the greatest problems due to the closure of borders between countries, in connection with the recommendations of the governments of countries, international organizations, regarding the avoidance of mass events, limiting the intensity of movement between countries and the related decrease in demand for air travel and the impossibility of carrying out tourist activities due to the complex fight against the COVID-19 pandemic and the introduction of quarantine.

Tourism increasingly plays the role of an indicator of political relations between regions, a stabilizer of partnership relations at the national level. Therefore, taking into account the great importance of tourism, the state has identified it as one of the priority directions of the development of the national economy and culture, the sphere of realization of the rights and needs of people and society, and one of the defining components of the socio-economic policy of the state and regions.

Today, in Ukraine there are a number of problems that do not contribute to the development of the tourism industry, lead to a significant destruction of economic and social relations in the tourism sector. This is, first of all, the absence of a management system in the tourism sphere due to the undefined special central body of the executive

power on tourism issues, as well as the absence of a clear state policy aimed at the development of green tourism.

The imperfection of the system of control over the activities of the entities of the tourism sphere, the slow rate of growth of investments in the development of the material base of the tourist infrastructure, non-compliance with international standards of the quality of service provision indicate the insufficiency of state support and the absence of mechanisms for an integrated approach to the management of the national tourist product on the domestic and international market tourist services.

The radical development of information technology has a significant impact on the tourism industry, as it increases the efficiency of operations and provides opportunities for business expansion in geographical, marketing and operational aspects. Information technology is vital for information processing as well as for monitoring environmental issues. In recent years, the development of information and reservation systems tied to a specific region or destination (tourist information systems) has become widespread.

In the world, the process of mastering new concepts of hotel business and modernization of old ones is constantly taking place. Globalization and concentration of the hotel business is manifested in the creation of large corporations and hotel chains. With the help of internal hotel management systems, the main components of which include booking modules, concierge service, guest payments, room management, customer security, electronic lock system, and most importantly, the engineering service, which is created at the hotel design stage, automation and dispatching of heat - and energy supply, storage, water supply, interactive television.

The cluster approach in the field of tourism activates entrepreneurship through the concentration of business activity, contributes to the creation of jobs, incomes, improvement of the quality of tourist services, and the life of the population in the territory of its implementation. The mentioned moments are achieved thanks to the growth of competitiveness, the possibility of integration of intellectual, natural and recreational, labor, and financial material resources in ensuring the quality of production and services provided.

Our houses, villages and cities are located on the territory of the country. In addition, the territory has traditionally been the main source of food for the people and even today the products and natural resources of the country are of great importance and constitute a crucial component of the nation's wealth. And transformed into a landscape, the territory acquires a completely different meaning for those who belong to it, those who are able to distinguish specific places where memorable battles and events took place, and to identify specific monuments and shrines that constitute the distinct character of the nation.

People eventually came to believe that the landscape embodied the traditions, histories, and culture of the nation they shared with their predecessors. The landscape is also a source of beauty, elevation and exploitation. It has turned into a symbol of the nation, embodying traditions, ideas, hopes and feelings, some of which awaken a sense of belonging to the nation. According to the Better Life Index of the Organization for Economic Cooperation and Development (OECD), Danes have more free time than residents of the rest of the member countries (OECD), and according to the European Social Survey, 33 percent of Danes say they feel mostly calm and peaceful, then as in Germany, only 23 percent of the population, 15 percent in France, and 14 percent in Great Britain can say so.

Rapid population growth in recent decades has led to an increase in the demand for food, which leads to an increase in the negative impact on the environment. Taking into account the mentioned factors, the construction and practical implementation of the state policy of environmentalization of agricultural production appropriate to the existing conditions is one of the priority tasks of today. Thus, in order to protect, preserve and improve the quality of water, air, soil and biodiversity, significant efforts of the countries of the European Union (hereinafter the EU) are aimed at integrating environmental aspects into the Common Agricultural Policy (CAP).

It is implemented (SAP) through the definition of a number of strategic guidelines, on which the National Strategic Plans of the member states of the European Union are based in the future. Therefore, with the help of a cluster form of enterprise organization, it is possible to improve the management mechanism, specialization,

cooperation, rationally use territorial division and resources. Also, the cluster mechanism improves the standard of living of the population, increases the competitiveness of businesses located in a certain territory, supports an effective business climate and ensures the transition to the comprehensive use of the potential of the entire state.

The definition of "strategy as a result" is related to the identification of the goal and strategy and is conditioned by the need to establish specific guidelines for the implementation of strategic activities. In this context, the following approaches are distinguished. Most often, the strategy is equated with the position on the markets, with measures that make it possible to strengthen the competitive position and increase the share in "their markets", to fight for the conquest of new markets, etc.

According to a broader definition, strategy is the position in the environment that the company occupies, specified in certain indicators, it is a kind of view of the internal and external environment and an attempt to find ways of effective adaptation to external factors not controlled by the company by making necessary changes in elements and their combinations of the internal environment.

The strategy is considered as a model to which the organization (enterprise) strives to approach. Most often, they take a well-known company as a sample, analyze its positive aspects of its activity and try to take advantage of its experience. On the other hand, strategy as a management goal can be defined as an ideal model of an enterprise in which the "vision" of its managers and owners is realized, and which is built using SWOT analysis or other approaches used to analyze the interaction of the external and internal environments of the organization. In modern literature, two main concepts of strategy can also be distinguished - philosophical and organizational and managerial. The philosophical concept emphasizes the overall importance of strategy for the enterprise.

Within this concept, strategy can be seen as a philosophy that should guide the organization that has it. From this point of view, strategy is: a position, a way of life, which does not allow stopping at what has been achieved, but focuses on constant development; an integral part of management that allows you to understand the future;

thinking process, "intellectual exercises" that require special training, skills and procedures; the reproducible value (value system) of the organization, which makes it possible to achieve the best results by activating the activities of all personnel.

Strategy can be defined as a pattern of logical, consistent behavior, which is developed at the enterprise consciously or spontaneously. Strategy is the most important element of self-determination of an enterprise or organization. In this context, it is closely related to the characteristics and features of organizational culture, has, as a rule, all its advantages and disadvantages, makes it possible to more thoroughly formulate social strategies in general and elements of social directions in other types of strategies. The organizational and management concept of strategy is related to competitive actions, measures and methods of implementing strategic activities at the enterprise [127].

The study of the processes of implementation of strategic changes consists in determining the nature of the changes taking place at enterprises through the analysis of factors and trends in their management. Research technology includes awareness of the problem, the sequence of stages and procedures of collection, processing, organization of data, definition of criteria, indicators and methods of analysis, presentation of results.

The toolkit of strategic change management is a means of managing changes of the enterprise, which ensure, respectively, the intentions and goals of the enterprise regarding the development of strategic decisions, their implementation through changes and their control. Change strategies correspond to directions of strategic development.

The general strategies of the organization (typical, basic, reference) are the main management "game plan" aimed at establishing the functioning and development of it in the long term, by implementing the product, commodity, resource and functional strategies necessary to achieve strategic goals [127].

The general strategies of the organization are depicted on (Figure 6).

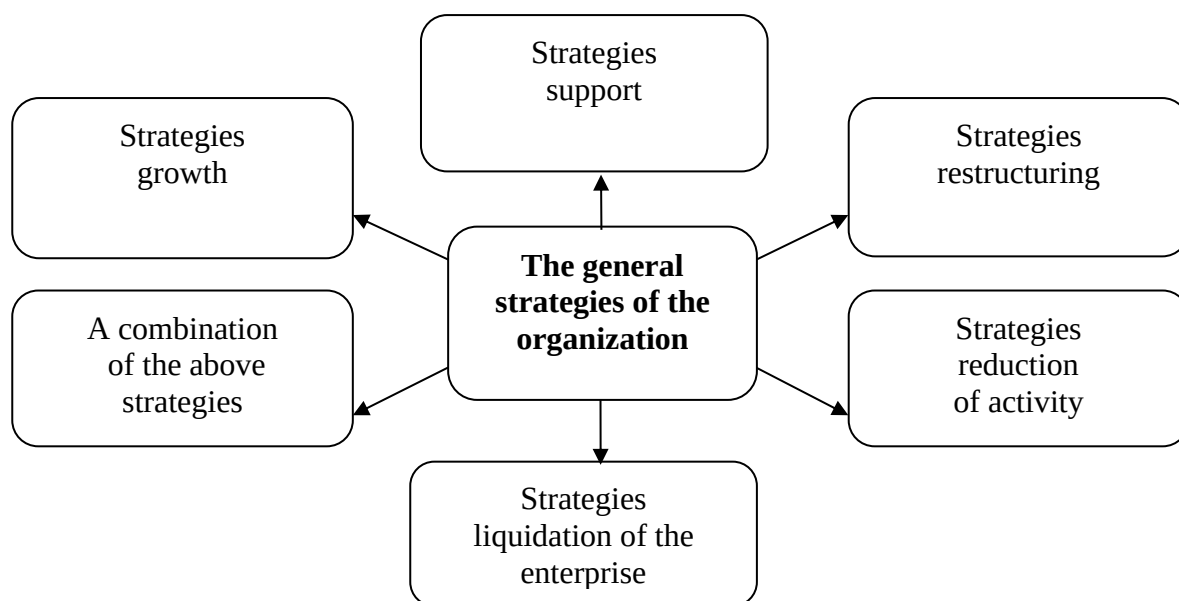


Figure 6. The general strategies of the organization

**Source: created by the author based on [129].*

An enterprise created to achieve certain success, from the very beginning of its activity, chooses development and growth as target orientations. However, real life adjusts these basic guidelines, as conditions are often created in which maintaining high growth rates is not the best solution.

Objective and subjective reasons encourage the enterprise to increase or decrease the growth rate of sales, other quantitative and qualitative indicators, and therefore, the amount of profits and the possibility of reinvesting them in production for further development. In such cases, different overall strategies are involved, not just a growth strategy.

In the research of Shershnyova Z.E. it is noted that the general strategies of the organization, in turn, provide for expansion, diversification, and globalization of activities. The planning of a firm's strategy is not the result of only difficult situations in the market and in management. Planning the market strategy also depends on the level of internationalization of the enterprise. After choosing a strategy comes the stage of transforming it into action and positive results.

The requirements for managers at the stages of strategy development and implementation are significantly different. If the successful creation of a strategy

depends on a business vision, a competent analysis of the external and internal environment of the organization, entrepreneurial art, then the implementation of the strategy requires solving various management tasks and is determined by leadership, motivation, and the availability of relevant skills.

According to the two directions of implementation of strategic changes through integration, two types of strategy are defined: horizontal and vertical. The strategy of horizontal integration is carried out when there is an acquisition or merger with an enterprise or a main competitor operating in another market segment. The strategy of vertical integration indicates that the company is expanding in the areas of activity related to the promotion of the product to the market. Strategies for changes in external growth organization are depicted on (Figure 7).

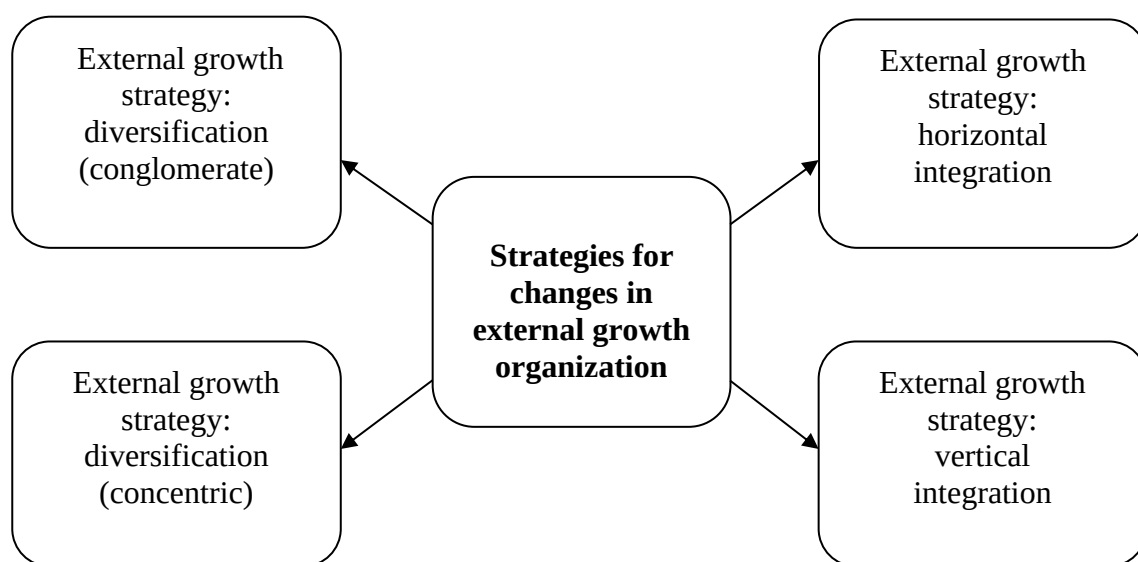


Figure 7. Strategies for changes in external growth organization

**Source: created by the author based on [127].*

In reality, all of the above modern strategies for increasing the competitiveness of enterprises are related to financial, innovative and other areas of ensuring the competitiveness of enterprises, since finance, innovation, management and much more are integral factors in the creation and implementation of any competitive strategies [127].

But these directions of ensuring the competitiveness of enterprises are implemented in independent strategies, for example, stimulating the sale of products, investing, predicting and adapting, maintaining the achieved level of activity, etc. As a result of the complexity and mobility of the business environment, the number of changes that must be carried out by enterprises increases.

The requirements for the quality of changes are also increasing - they should be carried out faster, more efficiently, with fewer failures, and have a wider scope and depth. External growth strategies (horizontal integration, vertical integration, concentric and conglomerate diversification) are implemented through organizational changes, which are reproduced in various forms of mergers, acquisitions and agreements. Therefore, the issue of planning and implementation of changes acquires strategic importance for any modern enterprise.

This issue is particularly relevant for the Ukrainian reality, when in dynamic business conditions, enterprises are forced to choose new ways to ensure stability and the possibility of expanding economic activity. The biggest difficulties that have to be solved in order to achieve these goals relate to industrial enterprises, which are characterized, as a rule, by greater areas of specialization, deeper and wider relationships with the environment and increased dependence on it.

Despite the fact that these problems are external and business entities are unable to get rid of them, there is a very real possibility of reducing their impact. Diversification of economic activity is one of the tools that allows to improve the activity of the enterprise. The transition to the production of more economical, but no less demanded goods, the introduction of new types of activities, the implementation of which has certain preferential conditions, access to new markets characterized by a higher level of income per capita all this is a potential source of ensuring stable and efficient functioning.

Taking into account the peculiarities of industrial enterprises (availability of certain techniques, technologies, access to resources, established personnel), it becomes obvious that the closest and least risky for them at the first stage of

development is the diversification of the entire production activity of the enterprise [127, p. 445-451].

To increase the competitiveness of enterprises in the tourism sector, it is necessary to study the essence of business processes, the practical experience of the economic activity of integrated structures that create favorable conditions for the production and sale of products, the provision of services and the economic development of the region and the country as a whole.

Consumers of tourist services analyze a certain segment of the market and choose the right continent, region, country, city for rest, recovery, scientific research, which provide an emotional component to increase individual, group or corporate productivity in the future. The toolkit of strategic change management is a means of managing changes of the enterprise, which ensure, respectively, the intentions and goals of the enterprise regarding the development of strategic decisions, their implementation through changes and their control. Change strategies correspond to directions of strategic development.

Therefore, the issue of planning and implementation of changes acquires strategic importance for any modern enterprise. This problem is especially relevant for the Ukrainian reality, when in the dynamic conditions of business, enterprises are forced to choose new ways to ensure stability and the possibility of expanding economic activity. The biggest difficulties that have to be solved in order to achieve these goals concern precisely industrial enterprises, which are characterized, as a rule, by a greater degree of specialization, deeper and wider relationships with the environment and increased dependence on it.

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