

BUSINESS STRATEGY: CLUSTERS AS AN IMPERATIVE OF DEVELOPMENT

Cluster strategy is considered in modern economic theory and economic practice as an important basis for ensuring the effective development of enterprises.

Clusters gain immense popularity in the conditions of intensified competition. They are considered within the concept of cooperation between enterprises of different industries as a part of the policy directed at the support and development of regional economy.

There are many varieties of clusters and their definitions. These definitions are used mostly often in the context of enterprises [1]. The common element in a majority of definitions of a cluster is that several companies are combined into one sector in the region that forms the new direction of organizational and economic relations and cooperation between enterprises. Therefore, we consider clusters not only in terms of their subordination within the economic systems, but also on the formation of organizational and economic relations between the actors of the market.

It should be noted that a characteristic feature of a cluster is the simultaneous emergence of mutual competition and cooperation. Competition forces enterprises to look for the ways to ensure the continuous progress and development of innovative and efficient business.

This feature of a cluster opens up unlimited possibilities to merge the competence and capacity of an enterprise with other actors, including universities, research institutions, governing administration. Consequently, implementation of projects becomes possible that were beyond the power of dispersed subjects of the market. These projects are large orders, implementation of advertising campaigns, etc.).

The main advantages associated with the development of clusters should include:

the revival of economic initiatives of potential participants of developed industry;

optimization of the internal processes of an enterprise;

a synergistic effect of the partnership;

joint exploitation of resources;

joint use of infrastructure;

risk reduction;

additional profits;

changes of the attitudes in the treatment with competitors;

expansion of specialization of economic activity;

concentration of each market entity on its own key competence;

additional competencies through the acquiring of new knowledge and experience;

possibility of adoption of complex system solutions by the management;

creation of a common information base;

the ensuring exchange of information and experience;

development of new distribution channels;

joint overcoming the barriers to market entry.

Activity within the cluster's initiatives allows ensuring compliance with environmental laws in the short run simultaneously using the opportunities for the development of enterprises as the members of a cluster.

Participation in clusters opens up the possibility of co-financing of particular projects, justification of formal requirements, search of a partner, etc. Joint actions and initiatives of a cluster's participants enable to advance their own business in both the domestic and international markets.

Expected changes as a result of a cluster operation provide practical examples of cooperation in the conditions of development of innovative enterprises. Joint projects of development and cooperation with other parties, including research institutions, create opportunities for the realization of research projects in the areas with the greatest interest to participants. Such cooperation ensures the generating and acquiring the most advanced knowledge in the areas of management, which often has financial support from public funds [2].

Development of organizational and economic relations and cooperation within the cluster initiatives facilitates the transfer of technology allowing rapidly introduce new products and services and direct them to the market. Under such circumstances, communication with partners in business enables educational institutions to adapt curricula to more fully satisfaction of the needs of both enterprises as the cluster's members and consumers in the market. In addition, there is an additional chance for graduates to find jobs in their areas.

It should be emphasized that the clusters bring undoubted benefits for the regional development. In many European countries, the EU stimulated the regions with the clusters of economic strategies.

Establishment and effective functioning of powerful and competitive clusters in some regions of Ukraine contribute to the rapid development of the region and the increase of well-being of the members of society. The clusters created in the regions increase tax revenues and create more jobs. In addition, the existence of clusters impacts on the promotion of the region nationally and internationally, provides attractiveness for investors. Results of the study of clusters in the regions attest that the regional authorities are interested in stimulation and active support of such processes.

The practice of creating and functioning of clusters in different regions of Ukraine convinces of certain problems in this area. They should be detailed below.

One of the problems is the difficulty of finding appropriate partners and development of effective and practical cooperation.

In addition to the problem of the building of organizational and economic relations of cooperation, the big problem is the establishing of appropriate structures and the finding of the ways of cooperation. This is due to the fact that different members of a cluster have different rules, the methods of operation, structure, the elements of the existing corporate culture. Such differences cause specific problems, such as the following:

- delay on decision-making regarding to licenses and patents on the conditions of the joint development of new products and services;

- different views of participants regarding further use of cluster' profit;

- concealing of know-how through the perception of participants of a cluster as competitors;

- waste of time to implement the measures because of the need to coordinate actions between several partners as the cluster's members;

- any additional and previously anticipated challenges to be addressed in parallel with other business objectives, etc.

However, taking into account the problems of cooperation within the cluster establishment, the following aspects should be considered when it is created. This will protect participants from cluster occurrence of unexpected and unpredictable events. It will not reduce hypothetical economic benefits.

Algorithm of development of the initiatives on creation of a cluster as a process combines five main elements:

- analysis of internal and external emerged opportunities;

- mobilization of the potential accumulated by the future members of a cluster;

- creation of a cluster;

- realization of the ideas assigned to the concept of creating a cluster;

- evaluation of a created cluster.

In order to effectively implement the ideas of clusters' creation, it is necessary to determine the actions to be performed, to appoint responsible persons, to calculate the necessary time, to justify the organizational structure and the funding sources, and to ensure monitoring process. In order to realize the objectives of a cluster, it is considered as important to get support from different sources depending on the level: European, national, regional or local; on the plans for development of economic activities taking into account the necessity of innovation, research, and environmental protection.

Evaluation of a cluster is mainly done through constant monitoring with particular emphasis on the effectiveness of expenditure incurred by a cluster. If necessary, individual goals may be considered as parts of a cluster management, and they can be adjusted according to current needs, the conditions of economic activity, and the changes of the external environment.

The results of monitoring should be delivered in an appropriate form to all partners.

Key issues within the preparation to implement initiatives on the creation and development of clusters that require immediate response are the following:

- Whether the concentration of the required types of economic activity for the cluster establishment is strong enough;

- Whether the geographical distance between the potential participants of a cluster establishment provides the necessary economic and information contacts;

- Is it possible to organize and hold working meetings among the cluster members;

- Are any aspects ensuring trust between the members of the created cluster establishment;

- Is there consensus between the parties on the definition of a cluster establishment coordinator of its operation;

- Is there a psychological component on confidence in the success of the project of a cluster creation among the staff of the participating companies.

The validity level of a cluster creation has a strong effect on the activity and effectiveness of organizational and economic relations between the participating enterprises of cluster establishment.

It is important to identify the industry generating the income of a cluster establishment that will have a significant impact on the effectiveness of organizational and economic relations of its members.

It is desirable to ensure the transparency of the factors that may attract attention to the cluster created by other companies, politicians, government, and academic institutions ensuring income information and a civilized dialogue with the environment. It should promote both visual evidence and confirmation of the examples that demonstrate how economic activity generated by cluster impact on the development of the region and the prospects for its further development.

As a result, this will achieve following high level of understanding between the representatives of business sector, government, and scientific establishments on the role of their involvement in a cluster association and the effectiveness of further economic development and socio-cultural life of a region.

It should be noted that during the formation of the cluster, a coordinator should remember about the possible dangers caused by the development of traditional enterprises of different economic sectors in a region. This is especially dangerous in the place where the major economic cluster activities are based on the use of natural resources in a region, and they have critical path for its further development. In addition, the coordinator of a cluster establishment should be familiar with the structural shortcomings of the companies of traditional industries of the regional economy on the limited pace of growth, the lack of jobs, the tendency to decrease the amount of income received, etc.

Such information and awareness of the cluster coordinator will facilitate further promotion of new business ideas and projects in a region that holds responsibility for the future development of a region.

It is well known that the basis for the economic activities of enterprises is the strategy of development as the highest form of the system of plans. A strategy as an important element in the development of a cluster association is considered. The strategy provides a basis for the functioning of the enterprises participating in a cluster. This is a general plan of a cluster. Exploitation of its potential opportunities provides occupancy of the national consumer market with the products of its own production.

Justification of the strategy is a key element in the initiative to create a cluster. Strategy determines objectives, monitors the ways to achieve them, and determines the necessary tools. Without this, there is a risk that the joint actions of a cluster association can not be agreed. Therefore, they will not be achieved. On the other hand, a reasonable strategy determines the course of the enterprises participating in a cluster establishment and provides targeted cooperation.

The coordinator and managers of a cluster establishment should focus on the issues on management and implementation of the necessary measures to ensure the cluster competitiveness.

In this respect, there is need to structure a strategy and find effective methods of its methodological justification.

Based on this assumption, strategy as the highest form in the system of the plans of market entities should combine the following elements:

- Justification of the reasons for the initiative on the creation of a cluster establishment;
- Analysis of the competitive state of each member of a cluster and the level of competition in the industry;
- Analysis of trends affecting the development of the industry;
- Market analysis and technology that are within the scope of attention of a cluster establishment;
- Review of methodological tools of the strategic model establishment;
- Vision of a cluster's mission;
- Long-term objectives of the cluster;
- The expected effects of the operation of a cluster establishment;
- The ensuring of current planning of economic activity;
- The use of economic development initiatives;
- Monitoring of the strategy implementation;
- The sources of financing the economic activity;
- The ensuring of the complementarity of a strategy with other programs and projects implemented in the region.

This list is not binding, but it is merely an example in the area of the structuring of a strategy as a planned document. In some cases, strategic plans may include other elements that are necessary for the development of clusters depending on the specifics of the regional economy, the state of economic activity of enterprises participating in cluster establishment and environmental conditions.

Economic practice in Europe suggests that the functioning of clusters often occurs out of institutionalized forms.

It should be noted that the formation and development of economic activity of a cluster should be open to new members, should focus on promoting the efficiency of operation and establishment of effective organizational and economic relations between the subjects of a cluster.

The strategies ensuring the creation of small clusters where the members of a establishment already know each other should take into account the potential tools in their consolidation, the increase of positive impact on the economy of the region, and prevention of their falling under the motivation of competition [3].

It is important that the members of a cluster establishment had motivational levers for the dynamic development of the cluster from the beginning. Otherwise, they quickly lose interest in joint activities.

It is advisable to have programs to support clusters at both the regional and national levels. However, it should be noted that the receiving support in the region or at the national level should not be the aim of a cluster creation.

The members of a cluster should determine whether it is necessary and what kind of assistance is necessary to obtain the outside support.

There are a variety of workshops covering financial issues, problems of legislative and regulatory support, expert assessment, technical and technological advice that should be considered among the areas of such assistance. Significant aid may come from local chambers of commerce. This prevents a situation where the initiative of the members of a cluster establishment is suppressed by external consultants without the active involvement of new members that sometimes leads to defeat. In our belief, organization of a joint conference of representatives of the enterprises participating in a cluster establishment and local authorities is useful. First of all, one should use the available opportunities of expanding of their own knowledge on scientific and theoretical basis for further development of a cluster for the purpose of self-initiate action of effective implementation of its mission.

Scientifically based strategy helps participants of a cluster establishment respond flexibly to constantly changing market conditions and the pace of innovation. Obtained knowledge should be directed at the finding tools that will optimize economic activity of all participants of cluster establishments at different stages of development and on the efficient creation and renovation of their own strategies.

Analysis in economic theory is considered as a natural element of strategic planning and a generator of actions necessary for the development of a cluster. Note that only the existence of a significant cluster of enterprises of particular sector in the region does not determine the formation of a cluster.

Thus, the creation of a cluster is an important issue in the area of intensification of interaction and cooperation between the individual companies. Therefore, a preliminary analysis has to assess the significance of the industry in the region where attention is paid to the number of market players, staff number, employment, production volumes that result in the following decision on the formation of a cluster.

Analysis of the economic potential of the region is important for the decision to create a cluster, as one of the important elements that influence the development of clusters is the feasibility of its creation. The results of this analysis will provide further lobbying the interests of the members of a cluster establishment at the regional and national levels and will facilitate investment attracting, the finding of funding sources for the development of a cluster, etc.

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In terms of regional policy, it is important that clusters provide powerful economic impact on the generation of sales of products or services that will be hypothetically implemented in local markets and will increase exports of the region.

As another important area of analysis, an analysis of the accumulated potential of business candidates to participate in a cluster formation should be considered. Thus, it is advisable to define the following:

- statistical indicators of industrial structure and dynamics of economic activity;
- sources of information support of clusters;
- the state of the external environment of the cluster's functioning;
- capacity and thematic directions of scientific institutions in the region as potential participants in a cluster establishment.

According to the positions of local authorities in the region, the opportunities to create potential clusters should be identified. Therefore, it should be determined the following:

- Concentration of market actors in industries and sectors;
- Assessment of the potential industries and sectors of the economy and their importance for the development of a region;

- Existing barriers to the development of potential clusters in a region;
- Justify recommendations for a cluster's development in a region;
- Total working population in a region;
- Share of the employees of an enterprise in the total working population in a region;
- The degree of concentration of industry in a region;
- Regional share of exports in national terms;
- The share of investment in the region in national terms;
- Trends in investment in a region.

In the absence of initial statistical data, the materials of other sources (Internet, newspapers, magazines, books, documents available) and proper information of hypothetical participants of a cluster establishment are used to assess the possibility of the creating of potential clusters.

As the advantages of creation of cluster establishments, geographical location of the region, availability of raw material sources and other local assets, access to innovative technologies, regional specialization, availability of large customers, the presence of business experience or participation in the creation of cluster establishments, experience of effective cooperation with partners in the market and other factors should be considered.

Qualitative analysis and utilization of appropriate research methods gain importance. It should not be denied that a number of economic phenomena require consideration of the underlying processes that creates the understanding of their reality to potential participants of cluster establishments. This analysis practice is often carried out in the European countries by interviewing a representative group of owners or managers. The goal of the study is an attempt to answer the question of what should be, in their opinion, in the base of the establishment and functioning of clusters. Thus, the most common information involves the obtaining data on the number of years of an enterprise functioning on the market, on the features of the market of an enterprise operating, on the trends of changes in employment and income in recent years, on intensity of cooperation with other companies and research institutions, on the proposed market of innovations, know-how, new products and services, on the barriers to the development of economic activities, etc.

An important element of research of a cluster's possibilities is a preliminary assessment of potential of cooperation and the development of efficient organizational and economic relations. It is necessary to clarify the following:

- The state of technical and technological support and other factors that directly affect the efficiency of economic activity;

- The level of use of warehouses, vehicles, and other items of fixed assets;

- The level of development of marketing activity and its influence on the changes in the volume of production or services;

- The opportunities for training and retraining;

- The possibility of cooperation with research institutions and others.

When creating a cluster establishments, the link "producer - distributor" should be examined as a part of the economic chain. This analysis determined the effectiveness of the contract system of enterprises as potential participants of a cluster establishment and the role of suppliers to provide production with raw materials and other necessary resources. Obtained information will prevent unnecessary risks to reduce their negative effects.

The reason for refusal to participate in a cluster establishment among others can be a lack of trust in other members, their strong competitive positions, reluctance to expose their activities to potential risks, bias in the relations with authorities of the region, etc.

In the case of involvement of the third-party structures, it is important to pay attention to the level of the services offered by them.

In analyzing the environment during a cluster creation, the state of awareness of potential participants of the region and its share in the national economy should be taken into account.

In the economic practice in Europe, the first step in the foundation of a cluster establishment is usually the preparing a list of regional enterprises-participants broken down by certain categories (individual entrepreneurs, agencies, suppliers) and assessment of their current and potential impact on the development of a cluster development.

In the analysis of key segments and the products of the created cluster, main goal is the characteristic of market segments in which they operate. The analysis will be used for substantiation of the prospects of development of cluster establishments. If necessary, invited experts and the representatives of other market structures help classify the priorities in terms of their importance to the region. It is also important to conduct negotiations with the representatives of the companies aspiring to participate in a cluster establishment, to determine the possibility of using their current products or services, and to outline plans and directions of

further development of new products and services that will be significantly different from the standpoint of innovation, value added, specialization, etc.

Based on the collected information, it is ought to select key products (services) and market segments of interest to the members of a cluster. Particular emphasis should be placed on the unique competence and specialization of the enterprises interested in entering the cluster establishments. The process of selection of key products should be in the form of interactive thematic seminar. During this seminar, regional competence and the competencies of a country should be compared in accordance with clearly defined criteria. Key products and certain segments should serve as the potential, which will allow the participants of a cluster establishment to compete in the market, including its international level. It should be also a list of products and segments, in which a cluster has no competence, but consists of forecasts of its development.

The aim of the analysis of five competitive forces (by M. Porter) is to ensure the efficiency of a cluster both short and long term in specific segments of the market in terms of intensified competition. The analysis also allows estimating the chances of the emergence of certain risks in the segment of a cluster and finding effective means of elimination of their negative effects. This is what has become one of the key steps in creating a cluster. The main advantage of this method of analysis is a systematic and orderly track of changes in the external environment related to the intensified competition in the market.

In most cases, economic activity of clusters is concentrated on one or more products and market segments.

The use of this analytical tool can help potential participants of a cluster establishment to assess the attractiveness of market segments, its products, etc. During the creation of a cluster, it is important to determine the main suppliers in the market, the planned place of creation, and their share in total production or services in the region.

When analyzing market trends, attention should be paid to the search of market segments, in which a cluster may take the leading position among competitors, predict the development of these segments that should be the basis for developing appropriate strategies. Such an analysis of market trends requires consideration of technology and the studies of factors, economic, psychological and social effects on the behavior of competitors in the market.

In the case, when the results of the created cluster affect international markets, it is worth to examine the state of the world market, the volume of international trade, and expected trends. In addition, the countries leading in the international market and their share are determined. This information will position the created cluster regarding the world market and determine the regional leader. The structure of production and trade, promotion chain from producers to end-users, the main factors influencing the processes require to be determined. Information on supply and demand, the existing model of the cost structure in the industry, technologies used and the state of development of individual sectors will be useful.

In terms of exploited technology, level of innovation is of great significance as competitiveness directly affects. It is important to study the level of patenting and intellectual property protection, structure of the industry funding, and the adequacy of human resources for the industry.

Justification of cluster establishments makes it necessary to obtain information on the characteristics of subsidiary and related industries, the companies aspiring to become the members of this establishment. It is important to examine critical success factors and forecasts concerning the future development of the companies participating in a cluster establishment.

In order to ensure the efficiency of a cluster establishment, it is important to study the forecasts of development of those sectors of the economy, whose companies will participate in it, the change in future demand, expected changes in the structure of production and chain of distribution of products or services delivered to consumers.

The obtained information will help lead and strengthen these trends that will shape the strengths of a cluster and identify the forces that pose a threat to him. This will be the index on which clusters have to prepare for future changes. In addition, this information mobilizes strategic thinking to analyze the necessary changes, to adapt to the environment, to formulate the directions for future developments in the relevant areas of interests of all members of a cluster establishment on this basis. It is necessary to find out all the advantage of a cluster, which causes weakness, the existing barriers, and everything that makes a cluster capable of positive change and ensures security and stability of its economic activity.

The strengths of a cluster should be considered from internal position of a cluster and from the point of view of consumers. Detailing areas of analysis, it is necessary to find out what the shortcomings of the cluster can be considered from the standpoint of marketing that are associated with the problems in the distribution of its products or production.

Regarding to a cluster's possibilities that concern future events, these possibilities should be linked with the state of the environment, in which the cluster operates. The relevant conclusions should expect the probability to predict changes in demand and how they will be useful for a cluster's resources that can be

used in the future, whether the cluster is ready to introduce innovations and how they can affect demand or change the cost structure.

Moreover, the following issues should be clearly identified: what are the prospects of the market, or is there any transition to potential markets, or are there untapped opportunities, etc.

In the case of cluster approaches and international cooperation, it is necessary to find out whether there are opportunities to expand into new foreign markets, what institutional structures (embassies, trade offices, chambers of commerce, development agencies etc.) can help in the development of organizational and economic relations.

When selecting the direction of international cooperation, a cluster establishment should take into account the economic potential, the value of industries in regional development, trends in financial condition, the competitiveness of enterprises participating in a cluster establishment, the market condition, development of marketing and logistics, the exploited technology and innovation, including research and development, new products and services, human resources, etc.

In European practice, a cluster often combines participation in three major groups of partners: companies, research institutions, and government agencies. However, the work of the completed cluster establishment can combine interaction and a much larger group of stakeholders, which presents the entire chain of the value generation.

Thus, a cluster establishment may include legal institutions, technology parks and science parks, ministries and departments, regional and local authorities, except the manufacturers and suppliers of products and services.

Certain important role is played by local communities, civil society groups, and the media.

Despite the fact that the theory of clusters primarily relates to economic issues, their function is often associated with the problems in sociology and sometimes in psychology. Creating of an atmosphere of trust between the partners, the joint construction of economic, social capital cause the active position of cluster establishments and are among the most important elements in the process of creating the cluster initiatives.

The experience of Europe and the world proves that such cluster initiatives are formed spontaneously in the local communities with strong social relationships and mutual trust.

The process of creation of a cluster establishment requires including two main factors, availability of which mobilizes the members and social capital along with the actual operation of a cluster. Research and experience of cluster establishments confirm that should take into account a number of factors in order to begin the process of social mobilization. They are the following: trust, communication, and transparency. It will implement the cluster initiatives and give them the appropriate dynamics, pace, and direction of development that integrates all components and ensure effective coordination.

The problem faced by the majority of cluster establishments in the initial stage of their existence, is the lack of the necessary amounts of funds. Their return as investment funds connects with the uncertain duration and the opportunity to return.

The initiative of clusters' creation can emerge from a number of sources. Among the founders, there are business owners, non-governmental and research structures, regional associations, foundations, etc.

The highest activity of the clusters' creation is observed among the market actors operating in the area of development of a particular business environment.

The implementation of a cluster initiative is long and complex process. In order to organize effectively a cluster's functioning and to increase the likelihood of its success in the market, the appropriate coordinator should be available. Such coordinator analyzes a cluster's potential, creates a point of trust between the participating members, and develops the competitive advantages achieved by each of them. Further, the initiative group headed by a coordinator considers alternative strategies and possibilities of formation of organizational and economic relations with the market actors in conditions of unstable market environment.

It is appropriate to use a variety of methodological approaches, to stimulate the actions of the participants to ensure high efficiency in a cluster's creation. All initiatives at this stage are aimed at the creating of an initial social capital, the formation of the core of a cluster establishment that will help to overcome the obstacles to further action.

The beginning of operation of cluster formation precedes the dialogue between key participants. This dialogue usually occurs between the coordinator and other participants, regardless of subordination and organizational-legal form.

Availability of strong motivation of a coordinator is the main factor that increases the likelihood of success on the effective functioning of a cluster establishment in the market with a stable structure in the long term. The goals of the development of cluster establishments should link to the unique know-how of the participating enterprises, to ensure awareness of the participants about their potential benefits that can be obtained by taking part in the operation of a cluster establishment and formation of trust between all participants.

The effective functioning of a cluster is to provide a wide range of scientific research, to enhance the investment attractiveness of a region and the increase of their income, to stimulate business development in a region, etc.

The brakes of a cluster development are the barriers caused by the existence of this cluster on the geographically close territory and the lack of trust between the participating enterprises, the lack of awareness of the benefits that can arise for a cluster's members, a lack of motivation of potential participants on the efforts for its creation.

Such barriers always appear in every country of the world. It is possible to overcome them by the decisive meaning of a cluster for further development of each of its members, the desire of a region, and the willing of local authorities to get more economic benefits for their communities.

As the interaction between market players at individual level is primarily related to the exchange of staff and the following organizational and economic relations in economic activity, which often is somewhat informal, there is interaction between managers and owners, which are caused by a number of factors that are often overlooked that negatively affects the effective economic activity of a cluster.

In the staff selection, people being in a deep antagonism should not work together. In this case, the coordinator has to be especially careful that personal participation of the subjects of organizational and economic relations does not bear enmity and ruin the cooperation within the created clusters.

Another important aspect of interaction that affects the level of trust between the parties of a cluster establishment is the interaction at the economic level.

In order to address these problems, the psychological compatibility of the persons that have already cooperate with each other, the consequences of cooperation between the members of a cluster establishment, the enterprises associated in clusters that are most strongly competed with each other and their areas of economic activity, the positive or negative examples of interaction between current members of a cluster, and the positive or negative effects are after creating a cluster should be verified.

It should be understood that the high potential of cooperation in certain sectors of the economy contributes to the establishment of efficient organizational and economic relations in the creation of clusters. The complexity of the mechanisms of the relationship between the individuals involved in a cluster is much greater than the economic mechanisms of economic difficulty.

Lack of motivation of the participants of a cluster establishment is often associated with a number of problems that may arise between them. This is due to psychological beliefs about the appropriateness and reasonableness of their participation in economic activity of a cluster. As for people whose main activities are not directed at the developing of the cluster initiatives, lack of motivation often associated with a certain hostility to its economic activity.

In the case of participation of the subjects of the state sector, their participation in a cluster establishment does not belong to their core duties as employees and does not directly affect the efficiency of a cluster.

Lack of concentration of a particular person on economic activity means that their benefits have not yet formed, while their behavior is difficult to understand.

Thus, it may be difficult to over persuade the science sector that cooperation within a cluster establishment will bring them some economic benefits, but it takes time. Therefore, the results of activities related to the transfer of knowledge can be evident only in the long term. Consequently, the motivation of the representatives of research institutions depends on the effectiveness of appropriate institutional and legal decisions of the cluster coordinators. Scientific topics are required to be aligned to the specific needs of the economic environment of a cluster establishment.

In the initial phase of the performance of the coordinator of cluster establishment based primarily on the communication, it is important to establish connections between the coordinator and individual performers. Experienced owners or managers should be considered as the mentors, whose role is significant at the commencement of a cluster.

The activity of the coordinators of a cluster establishment should be directed at the implementation of an appropriate strategy without any pressure and focused only on the need for cooperation between all the participants that will foster trust among them.

Overcoming the existing barriers and distrust on the initial phase of a cluster establishment, its participants convinced of the benefits and the need for mutual cooperation and transfer of knowledge gained due to commercial experience.

High quality of professional preparation of employees and timely training determine the number of innovative solutions regarding economic activity of a cluster.

During the implementation of these measures, a coordinator should carefully study the behavior of individual members of groups and their psychological characteristics, assess how useful they are for business results of the cluster, and encourage those participants who were distinguished in the area of implementation and use of innovations.

It would be useful for this purpose to organize periodic meetings with certain groups of employees, including informal meetings.

It is considered as important to provide feedback, which is the culmination of a coordinator's performance, urges the participants in those benefits that can be obtained through effective organizational and economic cooperation. Moreover, these benefits may provide satisfaction of the personal interests of the participants.

The most important questions that should be answered by the coordinator of a cluster establishment are the following:

Whether the appropriate activity is reasonable?

Which coordinator's actions are expected by the members of a cluster establishment in the future?

Are there active partners able to support the continued operation of a cluster establishment?

How strong is the trust between the members of a cluster establishment and how does their initiative allow commercial operation?

Long-term participation of the members of a cluster establishment is key factors to its success in the market and helps ensure its own economic benefit for its participants. That is what determines the need for significant impact on the accumulation of knowledge and know-how, tangible and intangible resources in the business of a cluster establishment.

Integration of the participants is manifested through the possibility of focusing on the technological development, power development, organization of joint (collective) decision making, effective control of all business processes, delegation of responsibility and authority, removal of privileges for certain groups of participants, accumulation and dissemination of knowledge about the processes occurring in the national economy and global trends; reduction of uncertainty, etc.