

PUBLIC-PRIVATE PARTNERSHIP PROJECTS AS A PATH TO UKRAINE'S TOURISM DEVELOPMENT

UDC 338.486.1.027(477)

O. Zyma

I. Lisitsyna

The obstacles to Ukraine's tourism development are highlighted and implementation of public-private partnership (PPP) as a mechanism for overcoming them is suggested. Areas of scientific research into different aspects of PPP in tourism are described as well a definition of public-private partnership in tourism is provided. Apart from that the analysis of PPP aims in tourism projects is made and the results and consequences of their implementation are described, which helps to define priority projects to be implemented in Ukraine. Conclusions are drawn about possibilities of PPP in tourism in removing the obstacles to Ukrainian tourism development.

Keywords: public-private partnership, tourism, projects, obstacles, aim, result, consequences.

ПРОЕКТИ ДЕРЖАВНО-ПРИВАТНОГО ПАРТНЕРСТВА ЯК ШЛЯХ РОЗВИТКУ ТУРИЗМУ В УКРАЇНІ

УДК 338.486.1.027(477)

Зима О. Г.

Лісіцина І. І.

Окреслено перешкоди, що стримують розвиток туризму в Україні та запропоновано застосувати механізм державно-приватного партнерства (ДПП) для їх усунення. Також вказано напрями наукових досліджень різних аспектів ДПП в туризмі та наведено визначення поняття "державно-приватне партнерство в туризмі". Крім того, авторами проведено аналіз мети проектів ДПП в туризмі, а також узагальнено результат і наслідки їх запровадження, що дозволяє визначити проекти, пріоритетні для реалізації в Україні. Зроблено висновки щодо можливостей ДПП в туризмі у подоланні перешкод для розвитку туризму в Україні.

Ключові слова: державно-приватне партнерство, туризм, проекти, перешкоди, мета, результат, наслідки.

ПРОЕКТЫ ГОСУДАРСТВЕННО-ЧАСТНОГО ПАРТНЕРСТВА КАК ПУТЬ РАЗВИТИЯ ТУРИЗМА В УКРАИНЕ

УДК 338.486.1.027(477)

Зима А. Г.

Лисицына И. И.

Обозначены препятствия, которые сдерживают развитие туризма в Украине и предложено применение механизма государственно-частного партнерства (ГЧП) для их устранения. Также указаны направления научных исследований различных аспектов ГЧП в туризме и предложено определение понятия "госу-

дарственно-частное партнерство в туризме". Кроме того, авторами осуществлен анализ цели проектов ГЧП в туризме, а также обобщены результаты и последствия их реализации, что позволяет определить проекты, приоритетные для реализации в Украине. Сделаны выводы касательно возможностей ГЧП в туризме в преодолении препятствий для развития туризма в Украине.

Ключевые слова: государственно-частное партнерство, туризм, проекты, препятствия, цель, результат, последствия.

According to the study of the United Nations World Tourism Organization (UNWTO) [1], the role of governments in tourism development has dramatically changed over the last 40 years. In the early years of tourism development (beginning of the 1960s) there was a big need in investments to create the basic tourism infrastructure and facilities as well as the need for hoteliers, travel agents, and tour and transport operators. The private sector couldn't provide the necessary funding and resources because of inadequate financial climate so governments became responsible for tourism development and tourism investments. The growth of tourism enhanced its potential commercial value, which generated the interest in the business opportunities among representatives of the private sector and there was a boom in hotel development and a rapid expansion of travel agency and tour operations [2].

Nowadays, governments act more as facilitators or stimulators of private sector investment through fiscal and other incentives [2].

Efficiency of tourism development at any country can be described by its rate according to the Travel and Tourism Competitive Index, calculated by specialists of the World Economic Forum. Thus, Ukraine was in the 76th place among 140 countries and in the 37th place among 42 European countries in 2013 according to the level of tourism development and attractiveness to visitors [3].

Ukrainian scientists suggest the following reasons for such low indicators:

- inadequate tourism infrastructure and out of date transport means [4 – 8];
- lack of marketing research and activities to promote tourism services [9 – 11];
- low quality tourism services [6; 7; 11; 12];
- lack of an attractive tourism image of Ukraine [9];
- absence of an effective mechanism of domestic social tourism revival [13];
- lack of tourism routes [9];
- rural population lacking in organizational and psychological skills of tourism business operation [9];
- lack of initial capital and easy-term loans for potential entrepreneurs [9];
- lack of national modern cruise liners and ferries [10];
- tourism managers lacking qualification [7];
- deterioration of environment as a consequence of an excessive recreational load [7].

In order to solve the problems mentioned above, it is necessary to set up a dialogue process between all the stakeholders. To identify action plans to achieve sustainable development goals in tourism the mechanism of public-private partnership could be implemented [4].

The purpose of this article is to analyze the aim, duration and consequences of world tourism public-private partnership projects (PPPT) in order to determine the priority projects to be implemented in Ukraine.

Issues, connected with PPPT mechanism implementation are studied by such Ukrainian scientists as B. Danylyshyn, I. Saraeva, S. Pidhaiets and T. Sitash [14 – 16] and

many others.

Issues of PPPT projects implementation are studied by such scientists as: J.-C. Cambriels [17] (investigation of Spain experience of PPPT implementation), R. Partington, B. Kreisel, M. Pugh and F. Steingaß [18] (description of PPPT in protected areas), P. Bund [19] (studies of worldwide experience of PPPT projects implementation), V. Latypov and A. Vorotnikov [20] (description of perspective directions of PPP development in such spheres as culture and cultural and cognitive tourism), V. Tutinas and Ye. Tutinas [21] (analysis of international legislative basis for PPPT).

Ukrainian experience of tourism public-private partnership implementation is reflected in works of S. Zakharova [22] (studies of foreign experience of PPPT as well as mechanisms of citizens involvement in PPPT projects creation), A. Havryliuk [23] (description of marketing basis of PPPT development).

Despite the existing scientific basis, there is still a lack of scientific studies dedicated to analysis of world's experience of PPPT project implementation as well as their consequences.

Public-private partnership in tourism can be described as a system of legal relations between public authorities (which regulate tourism on the macro-, meso- and microlevels) as well as public organizations and private enterprises or entrepreneurs. This system creates a synergetic and socially significant effect as well as ensures the development of tourism infrastructure, tourism goods and services. PPPT is based on the principles of social responsibility, ecological development and economic effectiveness implemented through creation of projects, and sharing risks, rewards and resources among all partners.

There are more than 100 examples of PPPT projects implementation in the world, most of them are described in such studies of the UNWTO as [2] and [19], as well as in the papers of scientists R. Partington, B. Kreisel, M. Pugh, F. Steingaß [18] and S. Hryshchenko [24]. For understanding possibilities of public-private partnership projects in overcoming problems of tourism the author has studied 90 PPPT cases and has found out that they can be divided according to 16 aims (Table 1).

The aims of PPPT projects reflect problems in tourism development, facing certain countries and requiring solutions. Thus, the most common aim of the studied projects of public-private partnership in tourism is improvement of the tourism image of a destination as well as raising the level of tourist arrivals to a destination.

Table 1

The aim and duration of PPPT projects [2; 18; 19]

The aim of a PPPT project	Country of implementation	Minimal duration of projects, years
Development of	Brazil, Canada (2 projects),	6

certain tourism kinds	Columbia, Cyprus, Denmark, Malta, Spain, Sweden, Turkey	
Diversification of tourism products	Egypt, Canada, Nigeria	2
Economic development of the country	Egypt, Hungary, Malta, Syria	12
Economic development of private enterprises	Austria, Caribbean countries, Great Britain	7
Raising the level of tourist arrivals to a destination	Australia, France, Germany, Greece, Japan (3 projects), Republic of Korea (2 projects), Spain, Turkey, United States (2 projects)	6
Raising the security level of citizens and tourists	Guatemala	No data available
Formation of the strategy of tourism sustainable development	Venezuela	No data available
Improvement of the cruise policy	Grenada (2 projects)	1
Improvement of management of the tourism branch	Australia (2 projects), Austria, Canada (2 projects), Ireland, United States	4
Improvement of management of a tourism object	Germany	10
Improvement of the tourism image of a destination	China, Costa Rica, Maldives, Mexico, Nepal (2 projects), Netherlands, New Zealand, Singapore, Spain, Sri Lanka, Thailand, United States	1
Improvement of the tourism infrastructure	Ghana, India, Malta, Sierra Leone, Turkey	6
Preservation of cultural and historical heritage	Spain, Italy, Canada, Malta, Pakistan, Peru, South-African Republic (2 projects)	4
Preservation of natural heritage	Ecuador, Indonesia, Kenya, Lebanon, Mexico, Namibia, Sri Lanka, United States (3 projects)	6
Support of the local community	Botswana, Ecuador, Tanzania, Turkey	6
Upgrading qualifications of tourism personnel	Canada, Iraq, New Zealand, Philippines, Turkey, United States	12

There were 13 projects implemented (14 % of the total projects studied) to put each of these aims into life. All these projects were put in life in countries with different economic and tourism development.

Development of certain tourism kinds, namely business, cruise, event, sports and rural, was the reason for implementation of 9 PPPT projects (10 % of the total studied). They were created mostly in developed countries.

Preservation of natural heritage was also one of the most widespread aims of PPPT projects (this caused the formation of 10 projects or 11 % of the total studied). They were implemented mostly in developing countries.

The least spread aim of PPPT was formation of the strategy of tourism sustainable development (1 project), raising the security level of citizens and tourists (1 project) and improvement of management of a tourism object (1 project).

Thus, PPPT projects were implemented with the purpose of economic situation improvement in countries in general as well as with the aim of development of the tourism branch, certain destinations, certain components of the tourism branch and certain enterprises. Apart from that, PPPT projects were created in countries of all the continents, which have different economic and tourism development levels. Also, there were countries which formed more than one PPPT project. That means that these countries have several problems with tourism development, as well as a set mechanism of public-private partnership and secure partners.

Diversity of aims of PPPT projects stipulates their various duration. Most of them were implemented during a middle-term period (5 years), the longest duration (minimum 12 years) was typical of the projects aimed at the economic development of the country and upgrading qualifications of tourism personnel. The least durable were projects aimed at the improvement of the tourism image of a destination and improvement of the tourism policy (minimum 1 year).

Taking into consideration the cyclical nature of economy's development, as well as unstable economic situation in Ukraine, it is considered ineffective and impossible to implement long-term PPPT projects in this country. To distinguish the projects to be implemented in Ukraine first of all, it is reasonable to orient on those, having a duration equal to the duration of short-term economic cycles. According to J. Kitchin [25], such economic cycles have a 3 – 4 year duration. Thus, for Ukraine it is reasonable to follow a pattern of PPPT projects creation which had the duration of no more than 4 years.

To adopt the best practices of PPPT projects implementation, apart from studying their aim it is also necessary to examine their performance, namely the result and consequences (Table 2).

Table 2

The result and consequences of PPPT projects implementation [2; 18; 19]

The aim	The result	Consequences
1	2	3
Duration: 1 year in general		
Improvement of the cruise policy	Improvement of the cruise policy in the sphere of cruises organization	Raising the number of inbound cruise tourists
	Creation of tourism trails	1. Creation of the Association of hotel owners and drivers. 2. Creation of new jobs

Table 2 (continuation)

1	2	3
Improvement of the tourism image of a destination	Organization and implementation of programs oriented on the improvement of the destination image	1. Increasing the inflow of tourists. 2. Purification of the city. 3. Modernization of the social infrastructure

	Standard-setting to improve the quality of services	1. Increase in the number of cruise passengers. 2. Improvement of the cruise companies' reputation. 3. Facilitation of cruise trips booking for tourism companies
	Establishment of a destination development organization	1. Increase in the number of tourists arrivals. 2. Creation of new jobs. 3. Improvement of local citizens' quality of life
	Improvement of a destination image	Increase in the number of inbound tourists
	Establishment of a tourism development organization	
	Restructurization of the national tourism organization	
	Organization and implementation of the marketing campaign	1. Formation of understanding of the tourism development necessity among government representatives and public. 2. Increase in the number of participants of exhibitions and events connected with environment preservation. 3. Increase in hotels area. 4. Raise of hotel rooms load. 5. Improvement of the tourism image of the region. 6. Increase in the number of theatre visitors
Creation of the website of the destination	1. Increase in the number of tourism products and services, available for on-line booking. 2. Growth of the number of inbound tourists within the country	
	Repositioning of the destination	Increase of the tourist flow to the region

Table 2 (continuation)

1	2	3
Duration: 2 years in general		
Diversification of tourism products	Renewal of tourism routes	Increase of tourism arrivals
	Creation and implementation of the marketing campaign	1. Increase in the hotel load throughout the country. 2. Growth of the number

		of tourist products
	Creation of the traditional settlement	1. Improvement of local citizens' quality of life. 2. Increase of the tourist flow to the region
Duration: 4 years in general		
Preservation of the cultural and historical heritage	Creation of a tourist route or trail	1. Restoration of outstanding buildings. 2. Further creation of new routes. 3. Creation of new jobs. 4. Improvement of the tourism image of the destination. 5. Development of crafts attractive for tourists
	Trip creation	1. Creation of new jobs. 2. Enhancement of the income of accommodation owners
	Formation of an entrepreneurs alliance for new tourism products creation	Expansion of the entrepreneurs into new bigger markets
	Marketing campaign	1. Creation of new jobs. 2. Transformation of Fort Rinella into a tourist attraction. 3. Improvement of relations between government representatives, entrepreneurs and the public
	Preservation and development of the tourism attraction	1. Creation of new jobs. 2. Creation of the effective system of garbage collection. 3. Revival of crafts
Improvement of management of the tourism branch	Development of a software product	1. Increase in the number of organizations, which use the created software. 2. Raise of tourism services on-line bookings. 3. Sale of licenses for the use of the created software to other countries. 4. Implementation of cost-efficient marketing programs, based on more precise data. 5. Understanding of the accommodation market potential. 6. Creation of more profitable tourism packages

Table 2 (the end)

1	2	3
	Creation of the tourism services booking system	1. Increase in the number of inbound tourists. 2. Creation of new jobs
	Improvement of the destination image	1. Trust increase among government representatives and

		entrepreneurs. 2. Increase of tourists
	Creation of a tourism development organization	1. Increase in the number of clubs, which unite representatives of the tourism industry. 2. Improvement of tourism management by government bodies
	Creation of a tourism and-recreational zone	Simplification of mutual actions between government and private organizations as to the management of tourism flows

Analysis of information presented in Table 2, makes it possible to draw the following conclusions:

there are five groups of PPPT projects, which could be the prior basis for creation of similar ones in Ukraine;

PPPT projects implementation can have lots of results and consequences;

every group of PPPT projects with an identical aim could have at least 2 positive consequences;

the most widespread consequences of tourism PPP projects implementation presented in Table 2, were a growing number of tourism arrivals to a destination as well as creation of new jobs;

some of PPPT projects could demonstrate diverse results but the same consequences, which are positive in all the studied cases.

According to foreign experience it is possible to conclude, that projects of tourism public-private partnership could have a positive impact on the economic, social and cultural development of destinations as well as solve problems, restricting tourism development at different levels.

Thus, the consequence "Preservation of the environment" testifies that by implementing PPPT projects it is possible to solve such a problem as deterioration of the environment. Consequences "Improvement of the tourism destination image" and "Raised awareness about tourism attractions of the destination" point out that it is possible to solve the problem with an attractive tourism image of our country. Consequences "Increase in the capacity of accommodation facilities", "Increase of quality of infrastructure objects", "Improvement of economic conditions of accommodation owners" prove that it is possible to solve the problem with the inadequate accommodation infrastructure.

Therefore, the authors consider implementation of projects of public and private partnership in tourism as a way to tourism and economic development of Ukraine as well as suggests 5 aims, which such projects could have to be primarily achieved in Ukraine, namely: improvement of the cruise policy, improvement of the tourism image of a destination, diversification of tourism products, preservation of the cultural and historical heritage, improvement of management of the tourism branch.

Unfortunately, nowadays there is a lack of scientific publications about possible participants of public-private partnership in tourism as well as about the legislative support of this mechanism in Ukraine. These issues could be a subject for further scientific research into the given area.

References: 1. Towards New Forms of Public-Private Sector Partnership [Electronic resource]. – Access mode : pub.unwto.org

/WebRoot/Store/.../1011-1.pdf. 2. Public-Private Sector Cooperation: Enhancing Tourism Competitiveness [Electronic resource]. – Access mode : <https://library.conservancy.org/Uploaded%20Documents-/2009/PublicPrivate%20Sector%20Cooperation.pdf>. 3. The Travel & Tourism Competitiveness Report 2013: Reducing Barriers to Economic Growth and Job Creation [Electronic resource]. – Access mode : http://www3.weforum.org/docs/WEF_TT_Competitiveness_Report_2013.pdf. 4. Заячківська Г. Міжнародний туризм в Україні: проблеми розвитку та шляхи вирішення / Г. Заячківська // Вісник ТНЕУ. – 2011. – № 4. – С. 129–133. 5. Коpecь Г. Р. Клубний відпочинок у туризмі України / Г. Р. Коpecь, А. А. Сергатиюк // Вісник Національного університету "Львівська політехніка". Проблеми економіки та управління. – 2011. – № 698. – С. 61–66. 6. Бондаренко М. П. Система зміцнення конкурентних позицій туристичного сектору України / М. П. Бондаренко // Актуальні проблеми економіки. – 2011. – № 9 (123). – С. 66–73. 7. Височан О. С. Системний підхід до формулювання та узагальнення проблем туристичної галузі України / О. С. Височан, О. В. Глушко // Вісник Донецького університету економіки і права. – 2011. – № 1. – С. 165–171. 8. Білецька І. Сучасний стан та перспективи розвитку замкового туризму в Україні / І. Білецька // Проблеми підвищення ефективності інфраструктури. – 2011. – № 31. – С. 104–112. 9. Бобловський О. Проблеми розвитку зеленого туризму в Україні [Електронний ресурс] / О. Бобловський. – Режим доступу : http://archive.nbuv.gov.ua/portal/soc_gum/znpntdau/2012_2_5/18-5-07.pdf. 10. Молодецький А. С. Круїзний туризм в українському Причорномор'ї / А. С. Молодецький, С. Ю. Верстюк // Науковий вісник Чернівецького університету. – 2010. – Вип. 519–520. Географія. – С. 73–75. 11. Тишеvsька О. В. Проблеми і перспективи розвитку туристичної галузі в Харківському регіоні [Електронний ресурс] / О. В. Тишеvsька. – Режим доступу : <http://eprints.kname.edu.ua/1208/1/O.V.Tyshewskaya~4000dpi.pdf>. 12. Гуткевич С. О. Проблеми діяльності підприємств туристичної сфери і шляхи їх розв'язання / С. О. Гуткевич, Л. А. Дяченко // Актуальні проблеми економіки. – 2009. – № 11 (101). – С. 63–70. 13. Агафонова Л. Г. Соціально-економічні проблеми розвитку туризму в Україні та шляхи їх вирішення [Електронний ресурс] / Л. Г. Агафонова. – Режим доступу : http://www.nbuv.gov.ua/portal/soc_gum/Nzkit2011_9/14.pdf. 14. Данилишин Б. М. Аналіз регуляторного впливу при впровадженні Закону України "Про загальні засади розвитку державно-приватного партнерства в Україні" / Б. М. Данилишин [Електронний ресурс]. – Режим доступу: <http://www.me.gov.ua/control/uk/publish/article/system?15>. Сараева И. Н. Государство и предпринимательство: проблемы взаимодействия (системно-институциональные аспекты) / И. Н. Сараева. – Одесса : Феникс, 2011. – 98 с. 16. Підгаєць С. В. Проблеми та перспективи розвитку державно-приватного партнерства в системі охорони здоров'я / С. В. Підгаєць, Т. Д. Сіташ // Економіка розвитку. – 2012. – № 3 (63). – С. 32–37. 17. Cambrils J.-C. An introduction to the Tourism PPP. The Turespaña experience [Electronic resource]. – Access mode : http://dtxqt4w60xqpww.cloudfront.net/sites/all/files/pdf/551pptmosecow.joan_carles.cambrils.pdf. 18. Partington R. Public-Private Sector Partnerships: Mutual Benefits For Business and Protected Areas [Electronic resource] / R. Partington, V. Kreisel, M. Pugh et al. – Access mode : <http://www.europarc.org/uploaded/documents/871.pdf>. 19. Bund P. Co-operation and Partnerships in Tourism: A Global Perspective [Electronic resource] / P. Bund. – Access mode : http://destinet.eu/resources/...-various-target-groups-Cooperation_and_Partnerships_in_Tourism.pdf/download/1/Cooperation_and_Partnerships_in_Tourism.pdf. 20. Латыпов В. С. Перспективы использования государственно-частного партнерства в сфере культуры и развития культурно-познавательного туризма / В. С. Латыпов, А. М. Воротников // Недвижимость и инвестиции. Правовое регулирование. – 2010. – № 4 (45). – С.

31–34. 21. Тутинас В. А. Международно-правовая основа государственно-частного партнерства в сфере туризма / В. А. Тутинас, Е. В. Тутинас // Известия Сочинского государственного университета. – 2012. – № 3 (21). – С. 256–260. 22. Захарова С. Г. Государственно-частное партнерство в системе регулирования туристической галузі України : дис. ... канд. екон. наук : 25.00.02 / С. Г. Захарова ; Класичний приватний університет. – Запоріжжя, 2009. – 218 с. 23. Гаврилюк А. М. Государственно-частное партнерство в туризме: маркетинговые засади / А. М. Гаврилюк // Сучасна регіональна політика: освіта, наука, практика : матеріали підсумк. наук.-практ. конф. за міжнар. участю, 28 жовтня 2011 року : у 2 т. Т. II. – Одеса, 2011. – С. 19–21. 24. Грищенко С. Підготовка та реалізація проєктів публічно-приватного партнерства : практичний посібник для органів місцевої влади та бізнесу / С. Грищенко. – К. : Ф О П Москаленко О. М., 2011. – 140 с. 25. Kitchin J. Cycles and Trends in Economic Factors // J. Kitchin // Review of Economics and Statistics. – 1923. – No. 5 (1). – P. 10–16.

References: 1. Towards New Forms of Public-Private Sector Partnership [Electronic resource]. – Access mode: pub.unwto.org/W ebRoot/Store/.../1011-1.pdf. 2. Public-Private Sector Cooperation: Enhancing Tourism Competitiveness [Electronic resource]. – Access mode: <https://library.conservation.org/Published%20Documents/2009/PublicPrivate%20Sector%20Cooperation.pdf>. 3. The Travel & Tourism Competitiveness Report 2013: Reducing Barriers to Economic Growth and Job Creation http://www3.weforum.org/docs/W EF_TT_Competitiveness_Report_2013.pdf. 4. Zaiachkivska H. Mizhnarodnyi turizm v Ukraini: problemy rozvytku ta shliakhy vyrisshennia [International Tourism: Problems of Development and Solutions] // H. Zaiachkivska // Visnyk TNEU. – 2011. – No. 4. – P. 129–133. 5. K opets H. R. Klubnyi vidpochynok u turizmi v Ukraini [Club Rest in Ukrainian Tourism] // H. R. K opets, A. A. Serhatiuk // Visnyk Natsionalnoho universytetu "Lvivska politekhnika". Problemy ekonomiky ta upravlinnia. – 2011. – No. 698. – P. 61–66. 6. Bondarenko M. P. Systema zm itsnennia konkurentnykh pozyttsii turystychnoho sektoru Ukrainy [The System of Consolidation of Tourism Branch Positions in Ukraine] // M. P. Bondarenko // Aktualni problemy ekonomiky. – 2011. – No. 9 (123). – P. 66–73. 7. Vysochan O. S. Systemnyi pidkhid do form uliu vanna ta uzahalnennia problem turystychnoi haluzi Ukrainy [System Approach to Formulation and Generalization of Ukrainian Tourism Branch Problems] // O. S. Vysochan, O. V. Hlushko // Visnyk Donets'koho universytetu ekonomiky i prava. – 2011. – No. 1. – P. 165–171. 8. Biletska I. Suchasnyi stan ta perspektyvy rozvytku zamkovo ho turyzmu v Ukraini [The State and Prospects of Castle Tourism Development in Ukraine] // Problemy pidvyshchennia efektyvnosti infrastruktury. – 2011. – No. 31. – P. 104–112. 9. Boblovskiy O. Problemy rozvytku zelenoho turyzmu v Ukraini [Problems of Green Tourism Development in Ukraine] [Electronic resource] // O. Boblovskiy. – Access mode: http://archive.nbuv.gov.ua/portal/soc_gum/znptdau/2012_2_5/18-5-07.pdf. 10. Molodetskiy A. Ye. Kruiznyy turizm v ukrainskomu Prychornom ori [Cruise Tourism in the Ukrainian Black Sea Region] // A. Ye. Molodetskiy, S. Yu. Verstuk // Naukovyi visnyk Chernivets'koho universytetu. – 2010. – Issue 519–520. – Heohrafiia. – P. 73–75. 11. Tyshevska O. V. Problemy i perspektyvy rozvytku turystychnoi haluzi v K harkivskom u rehioni [Problems and Prospects of Tourism Branch Development in the K harkiv Region] [Electronic resource] // O. V. Tyshevska. – Access mode: <http://eprints.knam.edu.ua/1208/1/O.V.Tyshevska-4000dpi.pdf>. 12. Hutkevych S. O. Problemy diialnosti pidpryiemstv turystychnoi sfery i shliakhy ikh rozviazannia [Problems of Tourism Enterprises' Activity and Solutions] // S. O. Hutkevych, L. A. Diachenko // Aktualni problemy ekonomiky. – 2009. – No. 11 (101). – P. 63–70. 13. Hafonova L. H. Sotsialno-ekonomichni problemy rozvytku turyzmu v Ukraini ta shliakhy ikh vyrisshennia [Social and Economic Problems of Ukrainian Tourism Development and Ways to Solve Them] [Electronic resource] // L. H. Hafonova. – Access mode: http://www.nbuv.gov.ua/portal/soc_gum/Nzkit/2011_9/14.pdf.

14. Danylyshyn B. M. Analiz rehuliatornoho vplyvu pry vprovadzhenni Zakonu Ukrainy "Pro zahalni zasady rozvytku derzhavno-pryvatnoho partnerstva v Ukraini" [Analysis of Regulation Influence During Implementation of Law of Ukraine "On General Basis of Public-Private Partnership Development in Ukraine"] [Electronic resource] // B. M. Danylyshyn. – Access mode: [#### Information about the authors](http://www.me.gov.ua/control/uk/publish/article/system?15.Saraeva.I.N.Gosudarstvoipredprinimatelstvo:problemyvzaimodeystviya(sistemno-institutsionalnyeaspekty)[TheStateandEntrepreneurship:Problems of Interaction (System-and-Institutional Aspects)]/I.N.Saraeva.-Odesa:Feniks,2011.-98p.16.PidhaietsS.V.Problemytaperspektyv rozvytku derzhavno-pryvatnoho partnerstva v systemi okhrony zdorovia [Problems and Prospects of Public-Private Partnership Development in Healthcare System]/S.V.Pidhaiets,T.D.Sitash//Ekonomikarozvytku.-2012.-No.3(63).-P.32-37.17.CambriilsJ.-C.AnintroductiontotheTourismPPP.TheTurespañaxperience[Electronicresource].-Accessmode:http://dtxqt4w60xqpw.cloudfront.net/sites/all/files/pdf/551pptmoscowjoan_carles.cambriils.pdf.18.PartingtonR.Public-PrivateSectorPartnerships:MutualBenefitsforBusinessandProtectedAreas[Electronicresource]/R.Partington,B.Kreisel,M.Pughetal.-Accessmode:http://www.europarc.org/uploaded/documents/871.pdf.19.BundP.Co-operationandPartnerships in Tourism:AGlobalPerspective[Electronicresource]/P.Bund.-Accessmode:http://destineu/resources/...variousargetgroups/Cooperation_and_Partnerships_in_Tourism.pdf/download/1/Cooperation_and_Partnerships_in_Tourism.pdf.20.LatypovV.S.Perspektyvy ispolzovaniya gosudarstvenno-chastnogo partnerstva v sfere kul'tury i razvitiya kulturno-poznavatel'nogo turizma [Prospects of Public-Private Partnership Use in Cultural Sphere and Development of Cultural-and-Cognitive Tourism] // V. S. Latypov, A. M. Vorotnikov // Nedvizhimostiinvestitsii.Pravovoe regulirovanie.-2010.-No.4(45).-P.31-34.21.TutinasV.A.Mezhdunarodno-pravovayaosnova gosudarstvenno-chastnogo partnerstva v sfere turizma [International Legal Basis of Public-Private Partnership in Tourism Sphere] // V. A. Tutinas, Ye. V. Tutinas // Izvestiya Sochinskogo gosudarstvennogo universiteta. – 2012. – No. 3 (21). – P. 256–260. 22. Zakharova S. H. Derzhavno-pryvatne partnerstvo v systemi rehuliu vanna turystychnoi haluzi Ukrainy [Public-Private Partnership in the System of Ukrainian Tourism Branch Development]: dys. ... kand. ekon. nauk : 25.00.02 / S. H. Zakharova; K lasychnyi pryvatnyi universytet. – Zapozhzhia, 2009. – 218 p. 23. Havryliuk A. M. Derzhavno-pryvatne partnerstvo u turizmi: marketynhovi zasady [Public-Private Partnership in Tourism: Marketing Principles] // A. M. Havryliuk // Suchasna rehionalna polityka: osvita, nauka, praktyka: materialy pidsumk. nauk.-prakt.konf.za mizhnar. uchastiu, 28 zhovtnia 2011 roku : in 2 vol. Vol. II. – Odesa, 2011. – P. 19–21. 24. Hryshchenko S. Pidgotovka ta realizatsiia proektiv piblichno-pryvatnoho partnerstva : praktychny iposibnyk dlia orhaniv mistsevoi vlady ta biznesu [Preparation and Implementation of Public-Private Partnership Projects: A Guide for Local Authorities and Business] // S. Hryshchenko. – K. : FOP Moskalenko O. M., 2011. – 140 p. 25. Kitchin J. Cycles and Trends in Economic Factors // J. Kitchin // Review of Economics and Statistics. – 1923. – No. 5 (1). – P. 10–16.</p></div><div data-bbox=)

O. Zyma – PhD in Economics, Associate Professor of Tourism Department of Simon Kuznets Kharkiv National University of Economics (9-A Lenin Ave., 61166, Kharkiv, Ukraine, e-mail: zima@hneu.edu.ua).

I. Lisitsyna – postgraduate student of Tourism Department of Simon Kuznets Kharkiv National University of Economics (9-A Lenin Ave., 61166, Kharkiv, Ukraine, e-mail: inna-iks@rambler.ru).

Інформація про авторів

Зима Олександр Григорович – канд. екон. наук, доцент кафедри туризму Харківського національного

економічного університету імені Семена Кузнеця (61166, Україна, м. Харків, пр. Леніна, 9-А, e-mail: zima@hneu.edu.ua).

Лісіцина Інна Ігорівна – аспірант кафедри туризму Харківського національного економічного університету імені Семена Кузнеця (61166, Україна, м. Харків, пр. Леніна, 9-А, e-mail: inna-iks@rambler.ru).

Інформація об авторах

Зима Александр Григорьевич – канд. екон. наук, доцент кафедри туризму Харківського національного економічного університету імені Семена Кузнеця (61166, Україна, г. Харків, пр. Леніна, 9-А, e-mail: zima@hneu.edu.ua).

Лісіцина Інна Ігорівна – аспірант кафедри туризму Харківського національного економічного університету імені Семена Кузнеця (61166, Україна, г. Харків, пр. Леніна, 9-А, e-mail: inna-iks@rambler.ru).

*A double-blind
peer review has been held.*

*Стаття надійшла до ред.
14.05.2014*

