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

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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

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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 упровадження, 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

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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 "государственно-частное партнерство в туризме". Кроме того, авторами осуществлен анализ цели проектов ГЧП в туризме, а также обобщены результат 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, dura-
 tion 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 implemen-
 tation are studied by such Ukrainian scientists as B. Dany-
 lyshyn, 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. Steingäß [18] (description of PPPT in pro-
 tected areas), P. Bund [19] (studies of worldwide experience
 of PPPT projects implementation), V. Latypov and A. Vorot-
 nikov [20] (description of perspective directions of PPP deve-
 lopment 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. Zakha-
 rova [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 tour-
 ism 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. Steingäß [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 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 certain tourism kinds	Brazil, Canada (2 projects), Columbia, Cyprus, Denmark, Malta, Spain, Sweden, Turkey	6
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)

Table 2 (the end)

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

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.

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ПРОДУКТИВНІСТЬ РЕСУРСІВ – СКЛАДОВИХ НАЦІОНАЛЬНОГО БАГАТСТВА – ЯК БАЗОВА ДЕТЕРМІНАНТА СТАЛОГО РОЗВИТКУ

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Бобух І. М.

Обґрунтовано необхідність і засади визначення продуктивності ресурсів у широкому сенсі як усіх складових національного багатства, включаючи людський і природно-ресурсний потенціал, основний капітал, елементи фінансового капіталу,