

ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

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THE ORGANIZATION OF TOURIST SERVICES OF MUSEUMS IN THE PERIOD OF EUROPEAN INTEGRATION

ОРГАНІЗАЦІЯ ТУРИСТИЧНИХ ПОСЛУГ МУЗЕІВ В ПЕРІОД ЄВРОІНТЕГРАЦІЇ

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The problem of money point is one of the difficult problems of museum management and marketing. The long-time commercial sponsorship is absent in Ukrainian museums unlike some other West European museums because of mental differences and the general situation in the country. According to our data, additional museum services should increase the profitability of museums due to their synergistic potential. Ukrainian museums should add extra and additional services, promote them on the Internet, e.g. purchasing of souvenirs and promotional materials, food and beverage services, transport services, cash dispenser, renting, etc. The analysis of the museum services shows some managerial problems such as a problem of museum service quality, absence of on-line booking, and museum branding. Ukrainian museums should use the experience of foreign ones in problem-solving. The article analyses the problems that Ukrainian museums face, as well as shows ways and exemplifies how to improve the services provided by these institutions.

Key words: organization of tourist services, museum management, competitive strengths, annual attendance amount of museums, museum services, special offers.

Проблема финансирования – одна из сложнейших проблем музейного менеджмента и маркетинга. Длительное коммерческое спонсорство отсутствует в украинских музеях в отличие от некоторых других западноевропейских музеев из-за ментальных различий и общей ситуации в стране. Согласно наших данных дополнительные музейные услуги за счет их синергетического потенциала должны увеличить доходность музеев. Украинские музеи должны расширять дополнительные и сопутствующие услуги, продвигать их в Интернете, например, продажу сувениров и рекламных материалов, услуг питания, транспортные услуги, банкомата, аренды и т. д. Анализ музейных услуг показывает некоторые управленческие проблемы, такие как проблема качества музейных услуг, отсутствие онлайн-бронирования и брендинга музеев. Украинские музеи должны использовать опыт зарубежных музеев в решении проблем. В статье анализируются проблемы, с которыми сталкиваются украинские музеи, а также показаны пути и приведены примеры совершенствования услуг, предоставляемых этими организациями.

Ключевые слова: организация туристических услуг, музейный менеджмент, конкурентные преимущества, годовая посещаемость музеев, музейные услуги, спецпредложения.

Організація туристичних послуг складається з послуг туристичних агентств, транспортних послуг, послуг розміщення та харчування, екскурсійних послуг та інших, зокрема музейні послуги серед них найменш вивчені. В той же час в організації туристичних послуг музейні послуги займають важливе місце. Завдяки євроінтеграції музеї взаємодіють з креативними індустріями: зростає синергетичний ефект, створюються нові продукти та послуги. Туристично-орієнтовані музеї є найбільш конкурентними на ринку турпослуг. Серед них виділяється Національний Києво-Печерський історико-культурний заповідник, один з найвідвідуваніших в Україні. Мета статті – порівняльний аналіз послуг Національного Києво-Печерського історико-культурного заповідника та Празького граду. Статистич-

ний аналіз був використаний для вивчення відвідуваності Національний Києво-Печерського історико-культурного заповідника за 2013 – 2016 роки. Порівняльний аналіз Національного Києво-Печерського історико-культурного заповідника та Празького граду використовувався для вивчення музейних послуг, умов для людей з обмеженими можливостями, цінової політики і т.д. Недоліки окремих музеїв в порівнянні з загальними вадами якості обслуговування музеїв України оцінюються методом індукції. Синтез використовувався для вивчення загальних недоліків управління музеями і розробки пропозицій щодо поліпшення якості обслуговування музеїв в Україні. В умовах євроінтеграції українським музеям легше вивчати та запозичувати досвід іноземних музеїв для вирішення власних управлінських проблем. Практична цінність дослідження – пропозиції щодо поліпшення якості обслуговування музеїв України. По-перше, щодо проблеми якості музейних послуг, секретний агент міг би контролювати та оцінювати якість екскурсій, а також професіоналізм екскурсиводів. По-друге, вдосконалення веб-сайтів музеїв, які можуть запропонувати відвідувачам онлайн послуги, – онлайн-бронювання, благодійні зони, онлайн книга зворотного зв'язку з клієнтами, яка допоможе керівництву реагувати на скарги відвідувачів. По-третє, деякі музеї страждають від відсутності музейного брендингу. Вони повинні просувати свої бренди в соціальних мережах; використовувати їх під час фестивалів і подій, а також на сувенірах та рекламних матеріалах. Маркетингові переваги досліджуваних українських музеїв – це розширений спектр послуг, пропонуються знижки – сімейні, групові, студентські, дитячі, пенсійні, але відсоток знижок відрізняється від західноєвропейських музеїв. Ці відмінності пояснюються макроекономічними факторами національного ринку, такими як рівень прибутків та інфляція, політична та економічна ситуація в країнах.

Ключові слова: організація туристичних послуг, музейний менеджмент, конкурентні переваги, річна відвідуваність музеїв, музейні послуги, спецпропозиції.

Statement of the problem in its general form and its connection with important scientific or practical tasks. Today the cooperation among museums and creative industries is stimulated by Creative Europe; a framework program of the European Commission, the synergy is resulted by the development of new products and services. The Creative Museum think tank has been coordinating the Museums and Creative Industries working group within the Network of European Museum Organisation (NEMO) since 2014. In 2015 a methodology for measuring the synergy was begun developing, which is resulted when museums and creative industries work together to develop new products and services. Their cooperation in Latvia was evaluated in the report “Museums and Creative Industries: Mapping Cooperation” in 2015. In 2016, national scale surveys were conducted in Iceland and Poland. In 2017, a Europe-wide survey was instigated concerning cooperation with creative industries in developing museum services [1, p. 5]. Increasing the attendance of museums by tourists would be possible in the result of the interaction between creative industries and museums. The non-traditional presentation of the expositions and a high level of comfort are expected by the museum audience. It is necessary that the high museum service is provided with creative museum products and a wide range of museum services [2, p. 23; 3, p. 149].

In Ukraine, the attitude to museum services as secondary to their importance in the field of hospitality is due to their non-compliance with modern living standards, the inability to meet the needs of the demanding visitor and generally to the museums as a non-priority area in the country. Tourist-oriented museums are the most competitive in the market for museum services in Ukraine. A comprehensive comparative analysis of museums in Ukraine reflected the competitive advantages

of their activities in the field of museum services, which is a topical issue.

The purpose of the study is an analysis of changes in the organization of tourist services in museums in Ukraine in conditions of European integration. Using foreign experience to improve the quality of these services in the long term will provide an opportunity to increase the profitability of museums in Ukraine.

The analysis of recent researches and publications, which initiated the solution to this problem and on which the author relies. Today the Creative Museum program is not a guiding light for Ukrainian museums, concerned in search of resources for survival. Ukrainian museums are behind the board of European creative changes. Some researchers believe that museums are victims of poor budget financing, and other researchers have come to the point that the Ukrainian museums are run by an incompetent administration, which does not promote projects for the purpose of obtaining funds [4]. The author O. Kuzmuk [5] came to the conclusion that today museums need to find additional sources of funding. But Ukrainian museums as budget institutions have limited opportunities to trade and business. Tax legislation does not provide tax loyal discounts for museums to go on their business. The current practice of budget financing of museums does not create a motivation to increase additional services. The authors [6, p. 34–36; 7, p. 169] adhere to the concept of partner relations between museums and travel agencies, according to which they should cooperate in excursions, but autonomous activity will reduce profits.

The formation of aims of the article (targets). The purpose of the article is the comparative analysis of museum services of the National Kyiv-Pechersk Historical and Cultural Preserve and the Prague Castle.

Presentation of main research material with a complete foundation of the scientific results.

Nowadays, there are more than 30 000 European museums including 2 563 museums in Ukraine [8]. Ukrainian state museums are put under the supervision of the Ministry of the Culture of Ukraine. On average Ukrainian museums earn from 0.01% to 5% of all funds, in the authors' opinion if we found out their weaknesses and liquidate them it could improve the profitability of museums. In Ukraine, there is a problem of financing museums, the competitiveness of museums, which are tourist-oriented, is higher than museums of Ukraine as a whole, but there are deficiencies, they can be identified and eliminated, which will provide an opportunity to increase the profitability of museums [9].

Competitiveness was assessed by comparing the competitive positions of several museums in Ukraine and Western Europe that are tourist-oriented according to the following criteria: a) the throughput of the museum – its area and annual traffic; b) control system; c) the level of personnel qualification; d) information technologies; e) innovations – museum products, special offers; f) state of the infrastructure – souvenir shops, food and beverage services, automobile parking, etc.; g) marketing policy.

In recent years, a number of studies have been published in various countries on the economic impact of museums. In addition to profit, which museums receive from the sale of their own services, they help to earn to travel companies – hotels, restaurants, travel agencies, etc. For museum services, tourists spend 3.6% of tourist expenses, for travel tickets – 20.3%, accommodation services – 20.7%, food – 19.9%, etc. (Figure 1) [10, p. 20].

The National Kyiv-Pechersk Historical and Cultural Preserve is one of the most visited tourist institutions in Ukraine. The museum-based institution is related to historical museums, for comparison, in Western Europe, the most visited are art galleries, and North America – scientific and technical and natural-science museums. This tendency among the most visited museums in Ukraine can be explained by the interest of Ukrainians in their own history and a large amount of these museums in the country. Historical museums are in the second place among the state museums of Ukraine (33%) after complex (38%), in the third place – literary (8.64%), the fourth – artistic (6.9%), the fifth – artistic (5.59%), the sixth – the other together – natural, technical, etc. (7.56%) [11, p. 59].

Have a closer look at the annual attendance amount of the National Kyiv-Pechersk Historical and Cultural Preserve, which is tourist-oriented and situated in the capital of Ukraine, Kyiv, for the 2013–2016 years (Figure 2).

The growth rates of attendance at the National Kyiv-Pechersk Preserve have decreased significantly, with annual growth of 11.9% in 2013, 3.2% in 2014, and 3.3% in 2015. This tendency is connected with military actions in the territory of Ukraine, as a result of which the tourist flow, in particular, foreign tourists, has decreased.

In the period from 2013 to 2014, the attendance of the National Museum of the History of Ukraine in the Second World War was reduced by 35.51%, which can be explained by a decrease in the inflow of tourist flows caused by effects of the ATO in the country. In 2015, the attendance increased by 95.81% due to an increase in the domestic tourist flow and 33.45% of free visitors. In 2016, the atten-

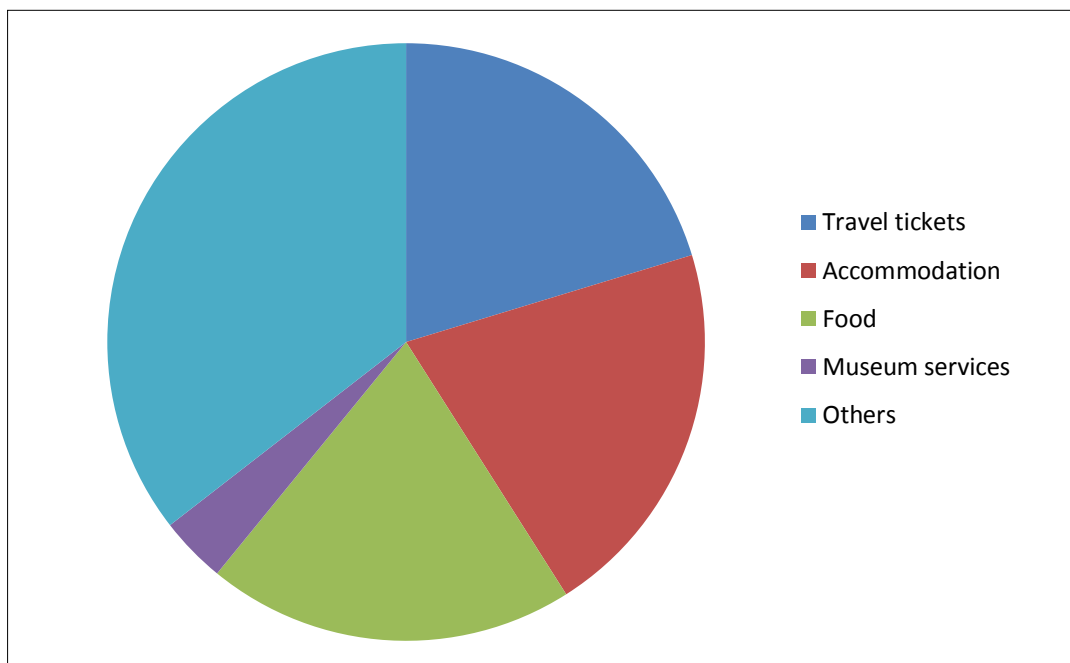


Figure 1. Tourist expenses, %

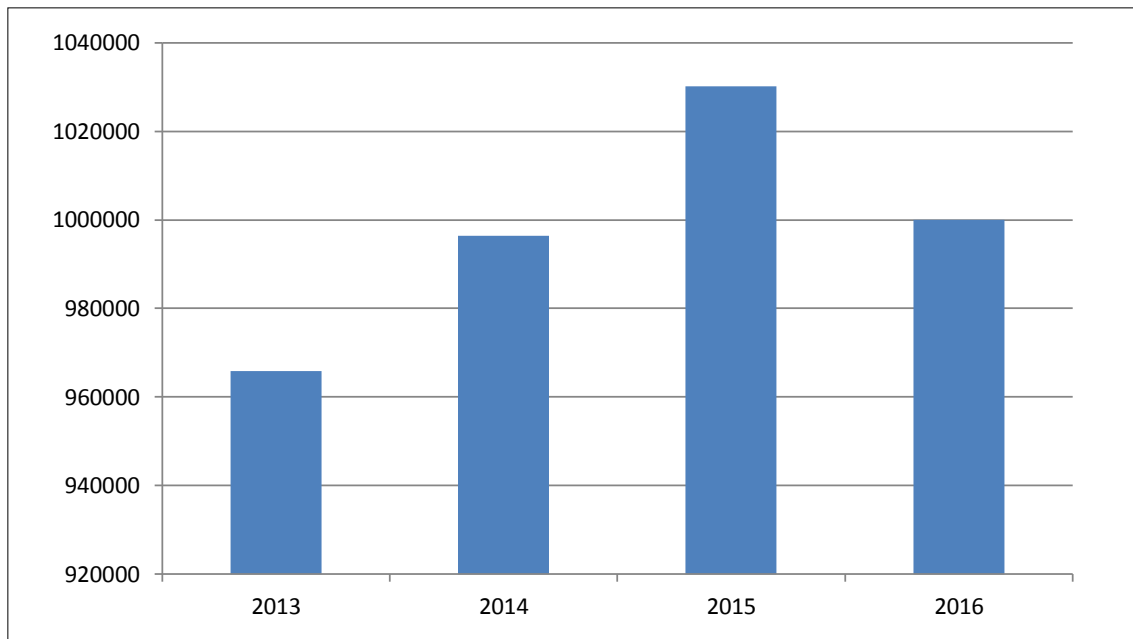


Figure 2. Visits amount of leading museums in Ukraine, 2013–2016

Source: the authors' development

dance dropped by 28%, which museum experts explain due to changes in the mood of the museum audience due to military actions in the east, and today there is no time for visiting museums.

In general, the museum audience is interested in booking museum services on-line for saving their time. The National Kyiv-Pechersk Historical and Cultural Preserve has a website with information in several languages, as museum enterprise is domestic and foreign tourist-oriented.

The National Kyiv-Pechersk Historical and Cultural Preserve is the largest museum complex in Ukraine, with 5 museums, 3 permanent exhibitions, and more. On its territory, there is the Microminiatures Museum of Mykola Siadrystyi with an entrance ticket for an adult 50 UAH, and for students and schoolchildren – 25 UAH, which is twice the full fee. In 2014, the exhibition received the Certificate of Quality – the first among 294 places of Kyiv based on the quality of reviews and ratings on the website TripAdvisor [12]. A similar museum of microminiaturize <http://www.muzeumminiatur.cz> is located in Prague (Czech Republic), an entry ticket for adults costs 150 CZK, and for students and children – 100 CZK, one third less than full payment. Thus, the museum fees for students and schoolchildren in Ukraine are two times lower than the full payment for an adult, while in the Czech Republic – less than one third.

The National Kyiv-Pechersk Preserve can be compared with the Prague Castle, both of which are museum complexes with temples located on them, located in the European capitals, are tourist-oriented, have a significant area with bandwidth (Kyiv-Pechersk Lavra – 240 000 sq. m and

Prague Castle – 70 000 sq. m). Both museum complexes have a world-wide historical and cultural value: they are listed in the UNESCO World Heritage List. Their architectural monuments relate to a significant chronological period – from the Middle Ages until the nineteenth century – National Kyiv-Pechersk Preserve and until the 20th century – Prague Castle.

The expositions of each complex have common characteristics, firstly, there are temples on their territory, on the territory of the Prague Castle – the Cathedral of St. Vitus on the territory of Kyiv-Pechersk Preserve – Uspensky and others; and secondly, there are expositions devoted to the history of the complexes – the Museum of the History of the Kyiv-Pechersk Lavra and the Exposition of the History of the Prague Castle; thirdly, the observation decks, – on the third floor of the highest bell tower in Ukraine (96 m) and observation tower of the Cathedral of St. Vitus; fourthly, historical jewels are exhibited, the National Museum of Historical Treasures and the Treasury of St. Vitus Cathedral. The difference is that on the territory of the Kyiv-Pechersk Preserve, there are man-made underground caves – pilgrimage places of pilgrims and visiting of tourists. And on the territory of the Prague Castle, you can visit the Picture Gallery at Prague Castle, the Toy Museum, the Museum of Military History, the Old Royal Palace, St. George's Basilica, the Chapel of the Holy Cross, All Saints' Church, the Lobkovicz Palace, Royal Summer Palace, and others. Thus, in the expositions of both museum complexes, there is the historic-chronological principle. Let us compare the opening hours and

payment for incoming tickets for museum complexes (Table 1).

An entrance to the territory of museum complexes is paid; their visit is possible every day: such a schedule of work is convenient for visitors. Similar offers are a family ticket, in Prague, it is calculated for 2 persons more (7 and 5 persons respectively), the age of children envisages a visit to children under 16 years old, whereas in the Kyiv-Pechersk Preserve it is only under 14 years old [13]. So, the Prague Castle is a more loyal approach to visiting families [14].

The spectrum of special offers is more diverse in the Kyiv-Pechersk Preserve – lectures-excursions, lessons-excursions, thematic excursions, quest-tours, game-tournaments, etc. Exclusive services include visiting the complex of underground caves of the Kyiv-Pechersk Lavra. All types of cultural-mass work are developed on a scientific basis, therefore, lack of entertainment activities like musical one, held in the Prague Castle. According to the author's observations, some of the bright impressions are received by tourists from the Prague Castle from watching the change of guard.

Rates for excursion services are calculated in both museum complexes not for the group, but for an adult, for foreigners – more expensive. It should be noted that for the excursion service of students in the Kyiv-Pechersk Preserve, special tariffs have been developed, while in the Prague Castle rates for schoolchildren with a group overview of exhibitions are without guides.

Licensed guides, who are not a staff of the Kyiv-Pechersk Preserve, are not allowed to serve visitors in the territory of museum complex without administrative office's preliminary permit. The administrative office's permission note is a bureaucratic problem, as well as in a lot of museums of Ukraine. As a result, the museum complex receives less profit than one due to tourist groups, which could organize private guides. In Prague, the policy of guides is more loyal: Guides with EU license and tourist group who purchased entrance tickets, have a free entrance.

The management of both museum complexes proposes a discount schedule, e.g. schoolchildren's discounts, students' discounts, pensioners' discounts. Free entrance in both complexes is valid for children under the age of 6 years and teachers with a group of students. In addition, the

Kyiv-Pechersk Preserve has a free entrance for the employees of museums of Ukraine, members of ICOMOS, and ICOM.

For visitors with disabilities in the Prague Castle, a loyalty policy is in place and comfortable conditions for their reception are created. First, the entrance for persons with disabilities is free, if the disability is difficult, then one person can accompany him free of charge; secondly, comfortable conditions include ramps, special lifts, and toilets. In the Kyiv-Pechersk Preserve, visitors can visit it free of charge only every Monday in the last week of the month; otherwise, they will have to pay a full fee. But visiting for them is complicated because the conditions for visitors with disabilities are absent.

Free entrance to the Prague Castle a daily is from 6 to 9 o'clock in the morning and after 18 o'clock and during liturgies. However, the internal exhibitions are closed at this time. In the Kyiv-Pechersk Preserve, there is free entrance during worship, Easter, the Trinity Sunday, Christmas on January 7, International Museum Day on May 18, and Independence Day of Ukraine on August 24. Monthly on Monday, the last week of the month, there is a free entrance for 11 categories of visitors, in particular, for militants, disabled people, pensioners, schoolchildren, students, in other days they have to buy tickets.

Additional services include photo services. The price for amateur photography in the Kyiv-Pechersk Preserve is 200 UAH. That is 4 times higher than the cheapest entrance fee for an adult (25 UAH), and there is an overpriced tariff. In Prague, rates for taking pictures are 5 times lower than the cheapest entrance fee (250 CZK), although photographing in certain exhibitions is prohibited.

In the territory of the Kyiv-Pechersk Preserve, food services are provided at the cafe, which works on a contractual basis with the reserve, souvenirs, and goods sold on street trays, which correspond to museum themes (icons, crosses, religious literature). The wide range of souvenirs is available in souvenir shops of the Prague Castle.

Information technologies are presented in the Kyiv-Pechersk Preserve with QR-codes, having photographed QR-code on architectural monuments, information about the objects of the preserve can be obtained on a mobile phone. Prague Castle provides audio guides for 3 hours or all day in

Table 1

**Prague Castle and the National Kyiv-Pechersk Historical and Cultural Preserve:
opening hours and tickets**

Criterion	Prague Castle	National Kyiv-Pechersk Historical and Cultural Preserve
Opening hours	Summer tourist season 9 am – 17 pm, Winter tourist season 9 am – 16 pm	9 am – 7 pm, seven days a week
Adult ticket	250 – 350 CZK (9.35 – 13.09 euros)	25 – 70 UAH (0.89 – 2.4 euros)
Family ticket	500 – 700 CZK (18.7 – 26.18 euros)	160 UAH (5.52 euros)

Czech, English, Italian, French, Spanish, German, and Russian. The usefulness and convenience of audio guides are that the visitor cannot depend on the guide, and move at his own pace, the fee for it in Prague Castle is 350 CZK (13.13 euros).

Both museum complexes cover the latest museum events on their pages in social networks. The websites of both museum complexes have informative content with information for visitors about the history of institutions, the opening hour, services, virtual tours, charts, media library, partners, etc. The website www.hrad.cz can be read in English and Czech, the website <http://www.kplavra.kiev.ua> – in English, Russian, and Ukrainian, therefore, tourists have the opportunity to make a plan for visiting the complexes. On the website of the Prague Castle, there is a recognizable logo with the contours of St. Vitus Cathedral with the use of red and white [14].

The National Kyiv-Pechersk Preserve does not have its own logo, and only the UNESCO logos and the Center for World Cultural Heritage are presented on the website. During the visit to the preserve, the author did not find the use of its own logo on the territory and on branded items. Absence of image of own logo requires development and branding from the standpoint of image identification of the preserve and the wide use of the logo in advertising in the media and on the Internet, on souvenirs, during mass events both in the territory of the preserve, and in Kyiv and Ukraine as a whole, in “advancement” of the preserve services in social networks, etc.

The reviews and comments of the visitors of the complex are posted on the TripAdvisor website, which allows its users to plan a trip to any country in the world. On April 30, 2019, there are 32 741 reviews about Prague Castle and only 3 408 (10% of reviews about Prague Castle) about the Kyiv-Pechersk Lavra, because not all Ukrainian tourists use their services [15]. The recommended time for visiting both monuments is more than 3 hours. Sights are priced on a 5-point system, 5 points are estimated by Prague Castle for 60% of visitors and the Kyiv-Pechersk Lavra 72% respectively, which can be explained by the fact that domestic visitors have left most of the reviews about the last object, and they are less demanding to the quality of services [16].

Thus, the common features of management of these museum complexes can be considered: convenient opening hours for visitors, innovative museum products – thematic excursions, programs for children, various actions, promotion of websites with extended content on the Internet and on the pages in social networks.

Conclusions from this research and perspectives for future studying in this direction. The funding problem is one of the difficult problems of museum management. The long-time commercial sponsorship, unlike some other West European museums, is absent in Ukrainian museums because of mental differences and the general situation in the country. According to our data, additional museum services could increase the profitability of museums due to their synergistic potential. Ukrainian museums should add extra and additional services, promote them on the Internet, e.g. purchasing souvenirs and promotional materials, food and beverage services, transport services, cash dispenser, renting, etc. The analysis of museum tourist services shows some management problems such as the quality of museum services, absence of online booking and museum branding. Ukrainian museums should use the experience of foreign museums to solve these problems. Firstly, toward the problem of museum service quality, the secret agent could monitor and evaluate the quality of guided tours, as well as the professionalism of the guides. Secondly, improvement of museums' websites that can offer online visitors such services as online booking, charity and donation zones, online customer feedback book that will help the managerial personnel react visitors complains. Thirdly, some museums suffer from lack of museum branding. They should promote their brand names in social networks; use them during festivals and events, as well as on souvenirs and promotional materials. Marketing strengths of the investigated Ukrainian museums are an expanded range of services, discounts are offered – family, group, student, children, for pensioners, but the amount of discounts is different from Western European museums. These differences are explained by the macroeconomic factors of the national level, such as the level of profits and inflation, the political and economic situation in the countries.

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