

CORPORATIZATION OF TOURISM IN THE KHERSON REGION IN THE CONTEXT OF EUROPEAN INTEGRATION

КОРПОРАТИЗАЦІЯ ТУРИЗМУ В ХЕРСОНЬСЬКОМУ РЕГІОНІ В КОНТЕКСТІ ЄВРОПЕЙСЬКОЇ ІНТЕГРАЦІЇ

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The Kherson region has a huge tourist potential. At the same time, most of the local attractions that may be of interest to foreign tourists remain little-known. It is vital to develop innovative approaches that will allow bringing the Kherson region to the level of the destination of international importance. The purpose of this work is to describe in the first approximation the possibility of using the latest approaches to the development of international tourism in the Kherson region, which will be based on the use of the potential of local territorial communities. The principles of the European integration processes influence on the domestic tourist market of Ukraine are outlined. The relevant provisions of the Ukraine-EU Association Agreement are analysed. The research of synergistic features of the regional tourism sphere is proposed, in particular, in the context of the development of rural territories and local communities. The article suggests adapting a new approach of the Community Capitals Framework (CCF) that gained popularity in Western countries, especially the USA, regarding the development of territorial communities. This approach is based on the representation of a community as a whole organism, which has seven types of capitals that take into account synergetic features of development.

Key words: international tourism, Community Capitals Framework, territorial community, corporatization, regional development, European integration, synergy.

Херсонський регіон має величезний туристичний потенціал. При цьому велика частина локальних атракцій, які можуть бути цікаві закордонним туристам, залишається маловідомою. Нагальною є розробка інноваційних підходів, які дозволять вивести Херсонський регіон на рівень дестинації міжнародного значення. Мета даної роботи – опис в першому наближенні можливості використання новітніх підходів до розвитку міжнародного туризму в Херсонському регіоні, які будуть базуватися на використанні потенціалу місцевих територіальних громад. Окреслено принципи впливу євроінтеграційних процесів на внутрішній туристичний ринок України. Проаналізовано релевантні положення Угоди про Асоціацію між Україною та ЄС. Запропоновано дослідження синергетичних особливостей сфери регіонального туризму, зокрема, в контексті розвитку сільських територій і місцевих громад. У статті запропоновано адаптувати новий підхід Community Capitals Framework (CCF), який останнім часом набирає популярність у західних країнах, особливо США, щодо розвитку територіальних громад. Даний підхід заснований на уявленні громади як цілісного організму, що володіє сім'ю типами капіталів, які враховують синергетичні особливості розвитку. Об'єктом дослідження запропоновано розглядати не Херсонську область як адміністративну одиницю, а більш широкий регіон, який охоплює атракції сусідніх областей і є в потенціалі більш цілісним як дестинація міжнародного значення. CCF, на відміну від стандартних підходів оцінки розвитку туризму на рівні конкретної громади або їх об'єднання, дає можливість порівняно оцінити їхній потенціал і прийняти ефективні управлінські рішення. Адаптація CCF можлива незалежними інституціями, тому запропоновано підхід корпоратизації, а саме створення недержавної Корпорації, яка отримала б достатньо ресурсів і прав для розвитку міжнародного туризму і промоції Херсонського регіону. Масштабні інфраструктурні проекти також повинні бути реалізовані за принципами державно-приватного партнерства з передачею прав управління Корпорації. Корпоратизація туризму на регіональному рівні з подальшою адаптацією CCF дасть можливість вивести південь України на міжнародний рівень за туристичною привабливістю.

Ключові слова: міжнародний туризм, Community Capitals Framework, територіальна громада, корпоратизація, регіональний розвиток, європейська інтеграція, синергія.

Херсонский регион обладает огромным туристическим потенциалом. При этом большая часть локальных атракций, которые могут быть интересны заграничным туристам, остается малоизвестной. Насущной является разработка инновационных подходов, которые позволят вывести Херсонский регион на уровень дестинации международного значения. Цель данной работы – описание в первом приближении возможности использования новейших подходов к развитию международного туризма в Херсон-

ском регионе, которые будут базироваться на использовании потенциала местных территориальных общин. Определены принципы влияния евроинтеграционных процессов на внутренний туристический рынок Украины. Проанализированы релевантные положения Соглашения об ассоциации между Украиной и ЕС. Предложено исследования синергетических особенностей сферы регионального туризма, в частности, в контексте развития сельских территорий и местных общин. В статье предложено адаптировать новый подход Community Capitals Framework (CCF), который в последнее время набирает популярность в западных странах, особенно США, относительно развития территориальных общин. Данный подход основан на представлении общины как целостности организма, обладающего семью типами капиталов, которые учитывают синергетические особенности развития.

Ключевые слова: международный туризм, Community Capitals Framework, территориальная община, корпоратизация, региональное развитие, европейская интеграция, синергия.

Introduction. Presently, in the Kherson region, there is no organization of any form that could provide expertise in the study of the potential of this province as a tourist destination of international importance. Such a problem is not solved and even hardly voiced, and therefore, represents an outstanding scientific interest. In other words, even the international scientific community has no idea of such a bright region as Kherson from the viewpoint of tourism potential. For Ukrainian scientists, this field is also unique for fundamentally new research, and applications of the theories, practices, and techniques being developed abroad.

Formation of the proper toolkit of international tourism development should begin with a general understanding of what tourism is for the region and what aspects it has. Historically, tourism has been seen as one of the most effective factors of economic growth (see, for example, [1]). Moreover, researchers stress that “international tourism has often been regarded as an important source of economic growth” [2]. Some scientists mostly pay attention to the role of state’s (government) economic policy towards tourism development, proving this role is the leading one [3]. Going further, others prove a strong connection between tourism and all fields of social life. For example, the impact of economic cycles on tourism is studied in [4]. Cultural and heritage directions of tourism are discussed in [5]. Psychological aspects are also important [6]. The social importance of tourism, thus, is no doubt, as Dong and Manning state [7]: “Expanding tourism is seen as one solution to the lack of employment for young secondary- and tertiary-educated jobseekers.” Consumption of local products by tourists is one of the most unexplored fields in the Ukrainian tourism market. Its importance is extremely high to determine future economic policy towards tourism, as well as towards ecological issues [8-11]. Some works stress the importance of surrounding local communities’ participation in revenue share [12]. Recent Ukrainian publications focus on regional aspects of tourism in Ukraine. The Travel & Tourism Competitiveness Index is applied for regional level [13]. Others focus on rural territories and prove that “the administrative-territorial structure of Ukraine is rather chaotic” [14]. Some researchers propose a cluster approach to tourism development in Ukraine and

see transformations on the macroeconomic level as a factor of cluster formation [15].

One should pay attention to the following. Modern Ukrainian researchers point out the impossibility of identifying agrarian and rural development, the latter includes the first [21]. Outstanding geographer, professor M.O. Baranovskyi draws attention to the “Soviet” identification of village and agriculture, and therefore, the decline of agrarian production in the early days of Independence led to a whole range of regressive processes in the spheres of the economy, culture and, finally, demography of the countryside [20]. In further works prof. M.O. Baranovskyi also substantiates the importance of small and medium-sized cities as multifunctional centres of development of the surrounding countryside [19]. In this context, European experience in developing rural areas, in particular, through green tourism, weekend tourism, is also important. Such development should be based on local communities, regional associations, and not on existing business entities in this area.

Indeed, Ukrainian researchers point to the positive influence of European integration processes on the development of tourism as a type of economic activity in Ukraine, namely, the quantitative growth of entrepreneurship in this industry, representations of European giant companies [22]. At the same time, the clear orientation of these achievements for outbound tourism is underlined. That is, the development of the domestic tourist market of Ukraine on the European basis (in particular, standardization and certification) goes into the background. Regarding the recent introduction of a visa-free regime for Ukrainian citizens on the EU side and the Schengen agreement countries were perceived as a victory, an event of the year, at the same time, the abolition of visas to Ukraine for Europeans, many years ago, went unnoticed.

Analysis of the above literature proves that there are still no answers to the question of rapid international tourism development in Ukrainian regions. Although the problem is vital, some new effective methods are not developed or even described. At the same time, such an approach as the Community Capitals Framework (CCF) was not studied concerning tourism in general and for development issues in Ukraine in particular. The purpose of this article is to suggest this method’s application and

implementation in the context of new approaches in regional tourism policy.

The statement of the research. The best description of the CCF methodology, in our opinion, there give Stone and Nyaupane [16]: “A healthy community reinforces connections and relationships (social capital), respect for and inclusion of cultures (cultural capital), access to different levels of power (political capital), sustainable use and care of communal natural resources (natural capital), sustainable harnessing of natural resources to meet economic needs (financial capital), developments or investments in local skills and knowledge (human capital), and infrastructure (built capital).” Internal relationships within this framework are studied in [17], and we bring the summary of CCF components according to this research (Table 1). The origins of the CCF approach are presented in [18], though, but they mainly apply it to rural development in general. It should be mentioned that interest in tourism development as the process within a community can be stated among components of financial capital (see [17]).

We would like to propose this model for enforcement of inbound tourism to Ukrainian regions. Effective policy can be commenced by communities and regions themselves, meaning by regions as historical, economic, and cultural unification of local communities – not only the local government within strict administrative borders. For example, in the context of tourism, although, we do consider mainly Kherson oblast (region) in Ukraine as a specific territory with administrative borders, must-see destinations that can be covered by foreign tourists, visiting Kherson region, may vary in terms of administrative subordination and situate far away from its borders. It is clear that administrative rules and decisions should often follow natural, as well as socio-cultural and economic, trends.

The analysis of the Ukraine-EU Association Agreement, which can be conventionally called the theoretical basis, in particular, on the development of tourism, allows us to see some benchmarks in this issue. Obviously, the European market is not significantly dependent on Ukrainian tourists. Therefore, in our opinion, it is necessary to speak about the possibilities or obligations that Ukraine as the state has actually assumed by signing the

Agreement. What matters is the obligation of the state, above all, to its own society. The analysis of the Agreement confirms that, in fact, it is a question of the need to change the state policy towards the maximum “decentralization” of tourism as an object of power management (see Article 401, “f” of the Agreement), as well as the intensive implementation of advanced forms of organization of tourism and modern European practices in our country. Thus, Ukraine will be able to create an attractive market for inbound tourism from Europe, especially competitive conditions for the popular among the most active European travellers (Germans, Britons, and others) of ecotourism (see Article 400, “c”, article 401, “e”, and also chapter 6). Art. 401 (paragraph “c”) of the Agreement provides for the “promotion and development of tourism products and markets, infrastructure, human resources, and institutional structures.”

The concept of corporatization of tourism in the south of Ukraine proposed by us fully corresponds to this position of the European-Ukrainian agreements and, during implementation, can be represented precisely as a direct implementation of the Agreement. According to our analysis, this will give additional interest to the innovative tourism products of the Corporation (see Article 401, “a” of the Agreement), will provide a positive synergistic effect on the development of the rural areas of the South (see Article 404, “a” and “d” – in general, attention to such territories and their inhabitants, and “c” – increase in demand for organic products in the domestic market at the expense of inbound tourists, which should be expected in our opinion). From the standpoint of Synergetics, foreign currency earnings from inbound tourism, in particular, at the local level, are an increase in the energy (in the Synergetics terminology) of the system’s potential (regional economy). This will ensure the sustainable development of the system, its transition to a new level. Chapter 12 of the Agreement provides for the necessary principles for the development of the financial system of Ukraine, Art. 365 especially supports the attraction of financial resources in the field of environment and Art. 369 – in the sphere of transport. That is, we are talking about industries that provide synergy potential for tourism. Consequently, in this case, a positive syn-

Table 1

Decomposition of the Community Capitals Framework

Types of Community Capitals	Summary of its components (mostly according to [17])
Political Capital	<i>Organized division of power</i>
Social Capital	<i>“(Network of) like-minded residents”, leadership</i>
Financial Capital	<i>“Organized interests in the areas of economic development in the community”</i>
Built Capital	<i>Buildings, facilities, infrastructure, especially transport</i>
Cultural Capital	<i>Traditions, holidays, festivals</i>
Human Capital	<i>Inhabitants with their unique talents, skills</i>
Natural Capital	<i>Natural resources, ecological sightseeing (scenery), the environment in general</i>

ergistic effect will manifest itself in the additional attraction of the local population's savings.

Thus, we focus on the development of an appropriate methodological approach to assessing the community's natural capital in a tourist context, i.e. as an object of ecological tourism. Some kind of summary of what we researched can be shown as in Figure 1.

The CCF approach, as applied for regional tourism development (as structured by us and shown in Figure 1), cannot be fully implemented by local governments due to the proved inability of officials to think strategically and huge bureaucracy, as well as orientation on the centre and lack of practice in decentralization management. The maximum reduction in the current state administration in the sphere of international promotion of specific destinations, implemented through the "thematic" departments in the regional state administrations and proved to be completely ineffective, should lead to activation of the synergy of the business environment of the region and its territorial communities. First of all, the tasks of the state in the policy of regional tourism should be reviewed, including legislation. The current Law of Ukraine "On Tourism" as of 1995 represents and regulates (i.e. restricts!) this area through the prism of the

state as the main player in it, "closes" the development of tourism within the administrative boundaries of the regions and completely ignores the current trends in decentralization, in general, and the activation of local tourism initiatives, in particular. Therefore, this legal act does not open legislative prospects for local corporatization of tourism activities in the interests of regions as community associations, for a rethinking of the role of public associations in the promotion of internationally significant (in perspective) destinations. Thus, in our opinion, the state policy in the sphere of tourism should be thoroughly rethought, starting with the development of a new, modern law that reduces the role of the state in those directions where it showed its destructiveness.

One of the proposals can be the mentioned corporatization of tourism at the regional level, following the example of rapidly developing states of India such as Goa and Telangana. We assume the establishment of, let us call it, a Corporation, independent from the state, the task of which will be a kind of breakthrough: to develop ex nihilo and implement a strategic project of promotion of the south of Ukraine in the international tourism market as a unique destination. At the same time, there is a clear and significant way beyond the admin-

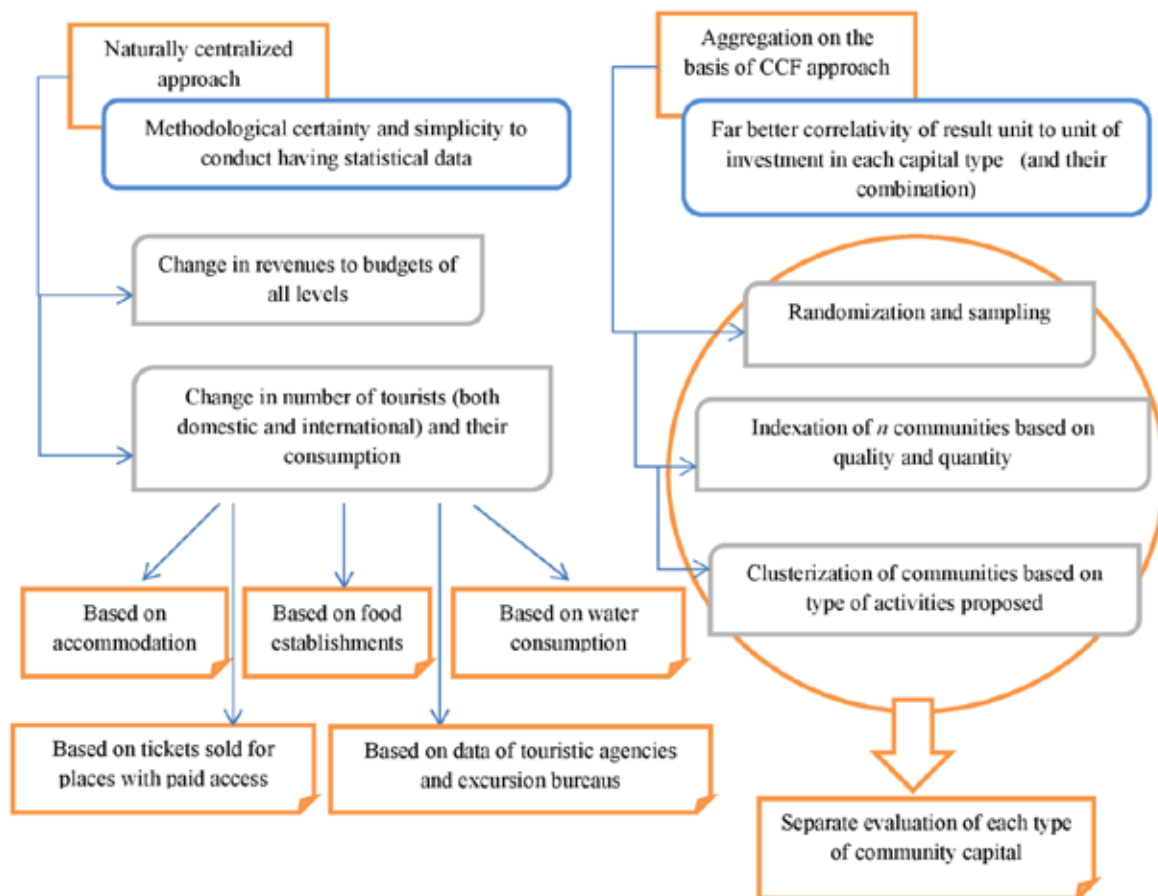


Fig. 1. Two approaches to evaluation of tourism potential and development on a regional level
Source: developed by the author

istrative boundaries of the Kherson region. We consider some unique destinations in Mykolaiv and Zaporizhzhia regions. At the same time, it is necessary to clearly define the role and place of the Corporation as an umbrella organization over or, more correctly, for the territorial communities of the region.

The corporation, being first of all a business organization, will be able to provide an international level of service, language accessibility of services for foreigners. Here, there are broad prospects for involving both public organizations and institutions of different profiles: local universities that can educate translators and guides; consulting sector, which provides outsourcing for the Corporation in various directions; representatives of public organizations will have the opportunity to make non-bureaucratic participation in decision-making as experts, and the rising opportunities will attract low-cost airlines to local airports.

Concerning ecological tourism, as one of the most promising for the south of our country, the constructive role of the state must manifest itself first of all in protecting specific natural objects and creating an effective infrastructure. In the southern region, obviously, it is primarily about roads, because their high quality could significantly reduce the time for travel between different destinations. In addition, railway communication within the region is also not developed. Its formation and proper laying of high-speed railways within the Kherson and Mykolaiv regions (for example, as in the State of Bavaria in Germany) could become one of the foundations for the accelerated development of tourism in this region. Certainly, such large-scale projects are impossible without the participation of the state, not only as a distributor of budgetary funds but rather as a legislator. After all, in the same high-speed intraregional railways, it is possible and necessary to attract non-public investment as a concession. Within the framework of the perspective, it is possible to propose options such as the transfer of a part of the Corporation's shares to a concessionaire – a private investor – or the formation of certain “concession areas” where the construction of roads can be carried out at the expense of the funds of the territorial communities themselves. (To date, in the hands of the population in the form of cash there are savings, according to various estimates, in the equivalent of 50 to 100 billion US dollars. That means savings that are in no way or poorly involved in an economic activity – a huge domestic resource of our country. This is another rising scientific problem for Ukrainian economists – how to involve these sums of money into the national economy).

It should be noted the additional advantages of such a large-scale project: intensification of daily/weekly labour migration within the region, a promising significant reduction in unemployment in rural areas due to increased mobility of residents of adjacent settlements. Additional transport pos-

sibilities for the agrocomplex and an additional stimulus for the development of small towns and rural areas. Consequently, the role of such a railway system will be significant not only during the formed tourist season in the region (summer) but all the year round. Several types of communities' capitals will be developed in terms of the CCF, and this will lead to the enforcement of local initiatives. So, the cumulative effect can be forecasted.

Due to the fact that for most tourists (both domestic and foreign) the visit to the occupied Crimea became problematic, the Kherson region attracted attention as a kind of replacement. With the fact that no destination can replace another in terms of uniqueness, anyway, a tourist is first of all guided by the very possibility without problems and safely to visit a specific destination. From such positions, it is quite natural to change traditional objects of interest to new ones, which turn out to be unique and in demand.

A consumer of a tourism product wishes for a clearly limited time to reflect in his mind the maximum of properties of the system (e.g. ecologically significant place), i.e. the object that had been formed during many years and has been reflecting in the consciousness of local residents long enough. It is the acceleration of the processes of perception of the surrounding reality by the tourist that increases the significance of details. The tourist route should be thought through to the smallest detail, the intellectual content should be appropriate for the tourist, the language barrier should be as far removed as possible, the competencies of the local participants of the process should increase. This can be commenced by the Corporation based on the CCF evaluation of a large number of communities, implementing their unique potential in the form of a combination of their capitals, same time, developing unification standards.

Thus, it can be assumed that it is the creation of the tourism infrastructure, as a step in enhancing the synergetic possibilities of the business environment that facilitates the perception of the information and experience of the system in a clearly marked direction – by a consumer of the tourism product being in such a system. And this, in turn, has a direct impact on the system itself – this tourist pays for local goods and services, transfers his experience through social networks and live communication, with an emphasis exactly on the objects (attractions) being promoted by local residents and in general on tourist destinations. As a result, in words of synergetics, – the inflow of free energy in the form of foreign currency earnings, i.e. next step of community capitals increase. Restrictions imposed by the state, such as taxes, fees, currency restrictions, and others can only lead to a slowing down of natural processes and a reduction in the real energy of the system compared to the potential one.

Conclusions. Thus, the presented approach of corporatization in combination with the CCF

approach could become a real breakthrough for the rapid tourism development of the regions of southern Ukraine in the context of decentralization and self-organization of territorial communities. Thorough estimation of capitals within tourism-interested communities can be most effectively made by a non-governmental body such as the

suggested Tourism Corporation. To find a balance among state, community and business interests in this field is the task to be solved on a regional level by local formal and informal leaders. Further research can be made in the development of the CCF approach as applied for international tourism development on a regional level.

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