

СЕКЦИЯ №8.

ИННОВАЦИОННЫЕ ПОДХОДЫ В СОВРЕМЕННОМ МЕНЕДЖМЕНТЕ

ORGANIZATION OF TOURISM TRANSPORTATION ON NARROW-GAUGE RAILWAYS

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1. Introduction. Railways of many countries in the world use such service as railway tourism as a sustainable way to receive additional revenues. Travels by train attract both locals and foreigners.

The railway excursions on the narrow gauges are very popular in the world [10]. Among the successful railway tourist transportations are the following examples.

For example, in *India* operates a narrow gauge mountain railway Nilgiri with a length 46 kilometers, connecting Mettupalayam and Udahanadalam. The travel takes 5 hours when going up and 3 hours when going down. Almost 46 kilometers of the railway pass through 208 turns, 16 tunnels and 250 bridges.

Another famous narrow-gauge railway in the world is the one, on which passes the tourist train «Bernina Express», the route Chur (*Switzerland*) – Tirano (*Italy*). Four-hour journey will bring great pleasure to the passengers, because at the distance of 127 km they face a big height difference.

The railway between *Thailand* and Burma or "Death Railway", which was built during the Second World War is very popular with tourists. More than 100 000 people died during construction of this railway. The length of the route is 415 km. The train when driving is almost pressed against the cliffs and crosses a few shaky wooden bridges. Tourists will get an unforgettable experience during the passage across the bridge over the river Kwai.

In *Serbia* one offers for tourists twice a day train travel "Nostalgia" at the 13-kilometer narrow-gauge railway between the stations Mokra Gora and Sharhan Vitas. During a 30-minute trip tourists will pass through 20 tunnels.

In the *USA* operates the Georgetown railway, narrow gauge line only 7.2 km long ascends an elevation of 200 meters above the sea level. More than a century it is a very popular tourist attraction. Classic train with old-fashioned cars powered by steam locomotive traction carries passengers, gradually climbing the bridge of 30 meters height.

In *Hungary* there are narrow-gauge railways in cities Palhaza, Miskolc, Nyiregyhaza. Narrow-gauge network in Hungary is 380 kilometers. They pass through the mountains and valleys opening to tourists picturesque landscapes.

The biggest narrow-gauge railway network is in *Japan*. Actually, it is a narrow gauge (1067 mm, the so-called Cape gauge) is the standard here. Thus, it does not work one of the main disadvantages of the narrow-gauge railways. However, the narrow gauge still restricts the speed of trains that is why the high-speed lines Shinkansen have the standard gauge (1435 mm).

In *Argentina* the most famous among the tourists is the so-called "Train to the Clouds," which overcomes the 940 kilometers across the Andes, connecting Chile with Argentina. During the travel the train passes 29 bridges, 21 tunnels and 13 viaducts. At this the train climbs high in the mountains to a height of 4220 meters above sea level.

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Tallylyn Railway in *Great Britain* only 12 kilometers long connects Tywyn with the station "Nantes Guernol" that is beyond the village of Abergynolwyn. It was open in 1866.

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Railway transport in *Spain* runs on the tracks of four types: Iberian (1668 mm), standard (1435 mm), meter (1000 mm) and narrow-gauge one (914 and 600 mm). The total length of the railway network is about 15.3 thous. kilometers, 1.9 thous. kilometers of which are the narrow gauge railways. For tourists are offered several types of tourist trains from superfast to the regional or local ones.

In *England* at tourists' disposal is the smallest operating narrow gauge railway in the world "Romney", with the gauge only 381 mm. The route from the village Hythe to the settlement Dungeness with eight stations 22 kilometers long is popular among both, locals and foreigners.

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If we return to the narrow-gauges of the former *Soviet Union*, the most famous is the operating narrow-gauge railway Gulbene – Aluksne in Latvia. In Kazakhstan remained a few short narrow-gauge railways. Kudemsk narrow-gauge railway is one of the few remaining in Russia. It connects Severodvinsk and the village White Lake in the Arkhangelsk region. Tourist train consists of the locomotive and two small cars, as well as two open wooden platforms equipped with seats. The train at a speed 30 km/h passes villages, forests, and lakes. The most of operating narrow gauge railways are located in Belarus. Among the former Soviet republics only in Azerbaijan and Moldova there is not one single remained narrow-gauge railway. In Ukraine operate only four narrow-gauge railways, located in Transcarpathian region.

Restoration of the narrow-gauge railways can be a momentum for attracting investments into potentially attractive type of business, because in the developed world countries the railway tourist transportations bring stable income to the owners of railways. Attracting additional funds will help to renew rolling stock and railway infrastructure, since today, in terms of services provided to passengers, railway transport does not meet the European requirements.

2. The object of research and its technological audit. Restoration of the narrow-gauge railways can be a momentum for attracting investments into potentially attractive type of business, because in the developed world countries the railway tourist transportations bring stable income to the owners of railways. Attracting additional funds will help to renew rolling stock and railway infrastructure, since today, in terms of services provided to passengers, railway transport does not meet the European requirements.

3. The aim and objectives of research. To achieve the goal, the authors have determined the following tasks:

1. To determine the factors that plays the main role for the development of tourist traffic on the narrow gauges.

2. To develop a methodological approach that is based on the principle of determining the actual number of passengers and revenues from tourist transportations on the certain routes.

3. To systematize the advantages and disadvantages of railway and automobile tourism and develop efficient areas of their use in this context.

4 To develop a methodical approach to determine the costs of the company that will organize transportations on the specific tourist route.

4. Research of existing solutions of the problem. A lot of scientists deal with the problems and prospects of development of railway transport and tourism, but only a limited number of publications is dedicated to the topic of railway tourism. As for the publications related to the passenger transportations by narrow-gauge railways, they hardly exist. Therefore, investigations in this area are very important, because transportation is an integral part of tourist travel, and it is the railway transport that is the most convenient in terms of service and affordable in terms of the ticket price.

The work [1] proposes a methodical approach to determining the feasibility and competitiveness of railway travels in different directions. It is based on the definition and use of saturation coefficients of the direction, the tour attractiveness and efficient tourist cost and makes possible the organization of more competitive railway travels, as compared to the others. In addition, the work determines the factors of competitiveness of the tourist travels, which take into account the peculiarities of railway tourism organization influencing the needs satisfaction of potential customers through emphasizing the most important factors.

The work [2] proposes to introduce the development of railway tourism on the basis of clustering. The authors believe that the development of railway tourism in Ukraine is impossible without diversification of railway transport into adjacent industry – tourism. The authors propose to conduct diversification by creating the transport and tourism cluster, which will be headed by the Ministry of Infrastructure. At the same time, it is proposed to conduct the passenger diversification of the economy in the three stages: at first to determine the cluster members, then to combine associative partnerships into the joint stock companies and at the final stage to make the organization of holding companies.

The author of the work [3] also insists on the diversification of railway transport. Particularly, in the field of passenger transportations he proposes to expand the range of services at the stations in order to make profit. He draws attention to the fact that Ukraine still does not have sufficient theoretical and practical experience for successful diversification of railway transport enterprises. The author emphasizes the fact that firstly it is necessary to determine the strategic goal of railway transport operation, and then to develop the criteria for diversification, based on the positive experience of foreign companies.

The work [4] determines the prospects of railway tourism development on the Transcarpathian narrow-gauge lines. It was found that the facilities of track infrastructure, passenger infrastructure, rolling stock, and auxiliary units involved in the functioning of narrow gauge railway are in disrepair and need significant upgrades and capital repair.

The transport component of the tourist potential in modern conditions helps to strengthen it only in the sense that the system of transport networks has a distinct transit character. Consequently, a large number of areas provided with diverse recreational resources has transport accessibility for tourists and excursionists. Regarding the state of the transport infrastructure, in order to make it contribute to the efficient use and increase of the tourism potential, it is necessary to improve all its components both in quantitative and especially in qualitative plan. Moreover, the active involvement of different transport modes to the tourist services will make it possible to effectively develop different areas and types of tourism business and diversify the range of provided tourism services [5].

For the time being tourist objects are still unclaimed because of underdevelopment of infrastructure of tourist services and the infrastructure is not restored because of the lack of investors' interest, since the state does

not stimulate them. Among the directions of the situation improvement in the market of tourist services the authors propose the following steps: infrastructure renewal, development of social tourism programs, improving the information policy, reconstruction of tourist objects and others [6].

Unlike the traditional interpretation and understanding of tourism only as a temporary departure of person from the permanent residence, all the visitors, who use the complex tourist product (tour) or individual recreational and tourist services should be subject to statistical accounting and economic analysis. It is proposed to regard the tourism as a branch of modern national and regional economy; the sphere of socio-economic policy of the state and its regions; the implementation technology of recreational needs and demands; the realization sphere of the rights and needs of the citizens for recreation, travels, and health improvement [7].

The main components influencing the choice of potential tourist to travel on a specific route are the places of interest or, as they are called by the authors, the "attraction factors" (sea, waterfall, museum, etc.) that attract tourists to the destination, as well as entertainments and convenience [8].

Information flows that receive potential tourists from the Internet are the basic impulses to travel in a particular area. They analyze the information about the eight most popular European places to visit: London, Madrid, Athens, Barcelona, Berlin, Rome, Paris and Rotterdam. They find thousands of photos from these places in social networks. Information in the form of photos and complete description of the location of historical and cultural monuments, photos of hotels, restaurants, casinos, parks and other places of recreation is very useful. Certainly, knowing complete information on a specific area, the tourist can plan his route in advance, book a hotel, and even buy the tickets for travel by local transport. It is interesting that, according to statistics, the locals have placed three times more photos of their town than the tourists who visited it. [9]

4.1 Unresolved aspects of the problem. Each of the above mentioned scientists made a significant contribution to solving the problems of transport, tourism and sustainable development of the country. But factors influencing the development of tourist traffic on the narrow gauges are still not exactly defined. There are no clear recommendations concerning the classification of narrow-gauge transfers and tourist travels depending on the travel purpose, type of rolling stock, travel term, and the service areas., as well as there is no single methodological approach that is based on the principle of determining the actual number of passengers and revenues from tourist transportations on the certain routes.

There are no clear recommendations concerning the use area of the tourist traffic by railway and road transport, as well as there is no single methodological approach to compare costs for tourist traffic by different transport modes.

5. Research results. *Factors determining the demand for tourist traffic by narrow gauge railways*

In the work [1] were presented the studies that according to a survey of 3000 respondents it was found that 74% of respondents or 2.210 people have a positive attitude towards the railway tourism; 6% of respondents have a negative attitude towards the railway tourism; 20% of respondents did not give the priority or confirmed their negative attitude towards the railway tourism. But at the same time, the supporters of railway tourism prefer the following types of tourist services: 9% of respondents are interested in adventure tourism, 12% of respondents want to vacate during the travel, 18% of respondents want to travel with informative purpose, 10% of respondents are interested in visiting the religious institutions, 9% travel with therapeutic purpose and 18% are interested in beach tourism.

As for the period of travel on the railway track, 25% of respondents prefer one-day tourist travels, 37% of respondents are interested in short journeys 2, 3 days, and 19% of respondents are interested in multi-day travels by tourist trains. At this, 19% of respondents could not positively answer this question.

According to the experts of the World Tourism Organization, the proportion, in which one foreign tourist coming from abroad and four people traveling along the territory of the country are accounted for by one tourist traveling abroad, is considered optimal. For implementation of this proportion the possibilities of railway transport can be fully used almost in all types of tourism.

On the basis of above mentioned one can conclude that the main role for the development of tourist traffic on the narrow gauges play the following factors:

1. The presence of existing infrastructure of railway tracks that is reconstructed or rebuilt and corresponds to the established standards of safety, motion speed, travel comfort and is properly maintained.
2. The presence of the developed tourist infrastructure (hotels, apartments, restaurants, cafes, tourist agencies, recreation camps and etc.) around the narrow-gauge railway.
3. The presence of beautiful nature, places for active recreation (ski resorts, routes for bicycle travels, etc.), places for quiet rest (lakes and rivers), thermal waters for therapeutic tourism, resorts, local national characteristics

(bathing in tanks, wine festivals, fishing, etc.) and nature reserves.

4. The presence of tourists in local hotels that are potential clients of travel company.
5. The presence of demand for these types of railway services from domestic and foreign tourists.
6. The availability of modern comfortable narrow-gauge rolling stock for different kinds of travel services depending on the travel period.
7. Conducting efficient promotional campaign to attract the tourists to railway transportations.
8. High level of tourist services during the train travel, accommodation in hotels and apartments, meals in restaurants and cafes, transfer and excursion services, high level of camps for active and quiet recreation, etc.
9. The attractiveness of tourist routes to suit any taste, which make it possible to attract the maximum number of customers.
10. Pricing and tariff policy of tourism companies and their contractors, which should take into account the cost of tourist services of the companies that use automobile transport for tourist transportations.

Let us consider in full detail the influence of configuration of the existing infrastructure of railway tracks on the demand of population for tourist travels. In Ukraine there are four areas, where the narrow-gauge railways still remained. They are in disrepair and now almost useless for transportations. Historically, these railways were used for transportations of timber and building freights. They operate only partially, sometimes they are used for one-time tourist travels. The track structure is absent almost everywhere, but there is the roadbed, which can be reconstructed and restored for laying the sleepers.

The routes of the narrow-gauge railways should run close to the existing tourism infrastructure that is now serviced by the automobile transport. For this purpose one should optimally use the configuration of existing railways, where the new route should be laid, other places should be reconstructed.

There is a real question: "Will the tourists move from the automobile transport to the railway one?" This will be facilitated by several factors: narrow-gauge railway transportations in new rolling stock with full comfort attract tourists by its exoticism; such transportations are much safer than the automobile ones, especially in winter; railway transportations in terms of the travel comfort are considerably superior to the automobile transportations, as the rolling stock has everything you need for the rest, hygiene, convenience of travel, food, etc.; the railway transportations will facilitate the new job creation, infrastructure development of individual areas and building of new hotels, restaurants, recreation centers, etc.

The new line of narrow-gauge railways can run in the cities without existing tourist infrastructure facilities, but with historical sites that can generate additional travel demand.

The best configuration for reconstruction of the old railway line and construction of the new one is a form of the adjacent rings. This form makes it possible to organize several different tourist routes at once, which cover a large number of active and quiet recreation centers, historical sites, health resorts, towns with picturesque views, and others.

The above mentioned configuration of the railway route makes it possible to build a separate railway line to the tourist city or the tourist attractions that are in great demand.

The availability of railway track 1520 mm in the area of attraction significantly contributes to the demand for railway tourist transportations, which encourages the potential tourists to change to the narrow-gauge railway without significant expenditures and efforts.

The principles of the tourist routes organization on narrow gauges

One can propose several variants for tourist traffic organization on the narrow gauges depending on the flow of tourists, term of travel and the destination of tourist travel:

- *Small transfer.* Transportation of small number of tourists by the special railcar from the broad gauge station to the wellness center, hotel or any tourist facility;
- *Small tourist transfer.* Transportation of small number of tourists by the special railcar from the hotel to any tourist facility and between them;
- *Large transfer by railway rolling stock.* Transportation of large number of passengers by the narrow-gauge train from the broad gauge station to the wellness center, hotel or any tourist facility;
- *Large tourist transfer by railway rolling stock.* Transportation of large number of individual tourists by the narrow-gauge train from the hotel to any tourist facility and between them with open-date railway ticket;
- *Tourist travel with small transfer.* Transportation of small number of unorganized tourists by the special railcar on certain tourist routes for no more than one day;
- *One-day tourist travel by railway rolling stock.* Transportation of certain number of organized tourists by the narrow-gauge train on the certain tourist routes with the term up to five days;

- *Long-term tourist travel by railway rolling stock.* Transportation of organized tourists by the narrow-gauge train on the certain tourist routes of Ukraine and the tourist routes of the neighboring countries for a period up to fourteen days.

Small transfer can be used for transportation of all the passengers who arrived by railway transport for recreation in sanatoria, rest houses, mountain resorts and other tourist facilities, if their number does not exceed the capacity of the special railcar, and the above mentioned facilities are located in the district served by the narrow-gauge railway. These transfer transportations by the railcar are much more comfortable than the transportations by usual route taxis (minibuses) and safe, as the railway operates properly throughout the year.

Small tourist transfer. At the same time, the railcars can be used for transportations of unorganized tourists and small tourist groups on the certain routes of the narrow-gauge line with bringing the passengers directly to any tourist facility, because this transport mode can travel both by railway and by road. The cost of the railcar travel is lower than that in the usual buses, as the railway line always has smaller vertical slopes and curves in plan, which requires less fuel.

Large transfer by railway rolling stock can be used for transportations of all the passengers, who arrived by railway transport with wide track 1520 mm for recreation in sanatoria, rest houses, mountain resorts and other tourist facilities, if their number exceeds the capacity of special railcar, and the above mentioned facilities are located in the district served by the narrow-gauge railway. But in this case, the usual buses for passenger transportation from the narrow-gauge train to the recreation facilities should be used. Such transfer transportations are much more comfortable than the transportations by small and big buses and they are safe, as the railway operates properly throughout the year.

Large tourist transfer by railway rolling stock. Such railway transportations can be used for transportation of unorganized tourists and small tourist groups on the certain directions of the narrow-gauge line with bringing the passengers to any tourist facility by railway with open-date railway ticket. Such form of transfer transportations makes it possible for tourists to visit several tourist attractions independently for a particular period of time without a schedule. In addition, these trains may be used by the residents of the region and the staff working in these tourist attractions. The travel cost in these trains will be lower than in usual buses.

Tourist travel by small transfer. This type of tourist traffic by the special railcar on the certain tourist routes with the term up to one day can be proposed to unorganized tourists, who want to visit certain places at their will. This type of tourist transportations is cheaper than the transportations by the narrow-gauge train.

One-day or two-day tourist travel by the narrow-gauge rolling stock occurs only according to the predetermined route in the presence of certain number of organized tourists with the term no more than one or two days. The structure of the narrow-gauge train is determined by the number of tourists who want to travel on a specific route, including certain tourist sites. As a rule, such travel involves several stops to view the local sights, tourist attractions, stay in the hotel (in case of two-day travel) and meals at the restaurant or local cafes.

Short-term tourist travel by the railway rolling stock occurs only according to the predetermined route in the presence of certain number of organized tourists with the term no more than five days. The structure of the narrow-gauge train is determined by the number of tourists, who want to travel on a specific route, including certain tourist sites. As a rule, such travel involves every day several stops to view the local sights, tourist attractions, rest and meals at the restaurant or local cafes. In addition, at night it is provided the rest in local hotels or apartments, which determines the price of travel.

Long-term tourist travel by the railway rolling stock occurs only according to the predetermined route in the presence of certain number of organized tourists with the term no more than fourteen days. The structure of the narrow-gauge train is determined by the number of tourists, who want to travel on a specific route, including certain tourist sites. One Transcarpathian region is not enough for travel and therefore for these routes it is provided the visiting of other regions of Ukraine and neighboring European countries. Such travels can be performed by two modes of transport: the railway (on the narrow, European and broad gauge) and automobile one. Sometimes tourists can travel in the other regions by sea and rivers. As a rule, such travel involves every day several stops to view the local sights, tourist attractions, rest and meals at the restaurant or local cafes. In addition, at night it is provided the rest in local hotels or apartments, which determines the price of travel.

For economic justification of building new or reconstructing the existing narrow-gauge railways in order to transport tourists one should determine the amount of future tourist routes, their duration, the number of journeys and the structure of rolling stock during the year and the presence of tourist infrastructure and historical monuments in the district served by the narrow-gauge railway.

The article proposes a methodological approach that is based on the principle of determining the actual number of passengers and revenues from tourist transportations on the certain routes. It was taken into account the attractiveness of the route, price for tourist vouchers or travel tickets, minimization of the rolling stock number and the cost of construction and income of the company.

Taking into account the mentioned estimated flow of tourists the revenue of the railway company from tourist and transfer transportations can be calculated.

6. Conclusions. On the basis of conducted research it can be concluded that:

For the first time it was proposed the classification of narrow-gauge transfers and tourist travels depending on the travel purpose, type of rolling stock, travel term, and the service areas. This makes it possible to plan in advance the required number of the railcars and tourist trains for transportations of passengers, tourists, residents of the region, and service personnel depending on their number.

At present the railway transport activity is declined, because there are not enough investments for its activity. But the oligarchs and sponsors of our country accumulated lot of money that can be invested in the development of passenger transportations. They do not wish to invest in old technologies that do not allow them to profit, but they will be pleased to invest in new activities – high-speed traffic, tourist traffic and other activities.

On the basis of above mentioned one can conclude that the main role for the development of tourist traffic on the narrow gauges play the following factors:

- The presence of existing infrastructure of railway tracks that is reconstructed or rebuilt and corresponds to the established standards of safety, motion speed, travel comfort and is properly maintained.
- The presence of the developed tourist infrastructure around the narrow-gauge railway.
- The presence of beautiful nature, places for active recreation, places for quiet rest, thermal waters for therapeutic tourism, resorts, local national characteristics and nature reserves.
- The presence of tourists in local hotels that are potential clients of travel company.
- The presence of demand for these types of railway services from domestic and foreign tourists.
- The availability of modern comfortable narrow-gauge rolling stock for different kinds of travel services depending on the travel period.
- Conducting efficient promotional campaign to attract the tourists to railway transportations.
- High level of tourist services during the train travel, accommodation in hotels and apartments, meals in restaurants and cafes, transfer and excursion services, high level of camps for active and quiet recreation, etc.
- The attractiveness of tourist routes to suit any taste, which make it possible to attract the maximum number of customers.
- Pricing and tariff policy of tourism companies and their contractors, which should take into account the cost of tourist services of the companies that use automobile transport for tourist transportations.

The final choice of tourist traffic should be justified by a methodological approach that is based on the principle of determining the actual number of passengers and revenues from tourist transportations on the certain routes and economic calculations.

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