

# STRENGTHENING OF REGIONAL TOURISM DEVELOPMENT BY CREATING TOURISM CLUSTERS IN THE CITIES OF UKRAINE

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***Abstract:** In the article it is considered the topical issues of creation of tourist clusters in regions. Tendencies of the international tourism development demonstrates growth of employment in the economy. Functioning of tourist clusters as tourist centers is obviously possible only when there are functioning and harmonious cooperation of systems of tourist attractiveness, transport, service and quality service control, insurance system and support of tourists' personal security, systems of tourist pointers and tourist infrastructure. There were chosen the following factors of a tourist cluster creation: geographical closeness, demand availability, formation of the general development strategy, hierarchical functional communications between participants.*

*For the purpose of clarifying the relevance of creation of a regional tourist cluster, the estimation algorithm of the ability of its creation was proposed, and it consists of 8 stages. Each stage is detailed. The participants (subjects) of a potential cluster are systematized.*

*SWOT analysis is proposed for determination of drawbacks and advantages of tourist clusters functioning. This will allow to improve work of a cluster participants.*

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**JEL Classification:** *R58.*

## **Introduction**

The modern cities perform multiple functions: political; economic; scientific and educational; transport; informational; cultural; tourist. The tendency of consecutive strengthening of tourist functions is a characteristic feature for the majority of the cities in the world.

Over the last 10 years Zaporizhzhya has become to be associated with the tourist city capable to actively develop and have the wide potential for attracting foreign tourists. The Zaporizhzhya region is located in the southeast of Ukraine, borders on the Kherson region in the west, on the Dnipropetrovsk region in the north, on the Donetsk region in the east, in the south it is washed by the Azov Sea. The Zaporizhzhya region has considerable tourist potential as of forming and strengthening the benefits of a regional tourist product.

The territory with the population makes up about 1860 thousand people. It occupies 27,2 thousand sq.km and has the developed system of transport: railway, automobile, water and aviation. The favorable climate, nice coastal landscapes of the Dnieper, mineral water springs and therapeutic muds, the tender, warm Azov Sea attract tourists. Cities of Berdyansk, Primorsk, Kirillovka (urban village) enjoy wide popularity as resorts among holidaymakers. In 11.01.2005 the Verkhovna Rada of Ukraine passed the Law of Ukraine "About the announcement of the medical and health-improving area of Berdyansk in the

Zaporizhzhya region being the resort of the state value”. Within the area mineral waters and therapeutic muds of practically all known balneal types are prospected and used. For health-improving and medical purposes ozocerite and speleotherapy are widely used. Ozokerite and speleotherapy are widely used for the recreational and curative purposes. About 15% of the region’s area is occupied by resort and recreational territories. Nearly 600 health-related facilities are located on the Azov Coast and along the Dnieper River waterfront. Farms for agri- and ecotourism are created in a number of districts. The regional distinctiveness is based on an unparalleled mix of natural environment, landscapes, various recreational resources, deeply moving archeological, historical and architectural monuments and landmarks (The regional center of tourist information).

## **1 Statement of a problem**

Creation of cluster formations helps to perform the organization of travel business more effectively and opens benefits to its participants.

On the basis of the research made by expert methods in Australia, Germany, Austria and Switzerland (Zehrer, 2016: 81-94) the scientists proved that today tourist field is undergoing irreversible process of gradual innovative development. Cluster process in the economy is a key factor in the development of innovative enterprises, including in the international aspect.

Thus, determination and refinement of theoretical basics of cluster formations in tourism gains the increasing currency from the point of view of scientific research and practical strategy implementation of tourism development in Ukrainian regions.

By Voinarenko's definition cluster is a “territorial and sectoral voluntary association of companies that cooperate closely with academic institutions and local authorities to improve the competitiveness of its products and growth in the region”. (Voinarenko, 2001: 25-33)

According to the English scientists clustering can bring a wide range of benefits for business and economy in general (Bergman).

Despite a significant amount of researches, nowadays in Ukraine there is no competent scheme of planning of the tourist centers taking into account spatial disproportions of economical and geographical development of regions. For the first time clusters were described by Porter (Porter, 1998,1990) in his works, in Ukraine (Kraynik A. (Krainik), Trebukh A. A and Bandura of N.B. (Trebuch, 2010: 265-270) ) and the world there are also many works on this subject, but the principles and approaches concerning activities organization of these structures aren't developed yet and not systematized.

The objective of the research is a scientific explanation for need of tourist clusters creation for the Zaporizhzhya region for the purpose of strengthening the tourist potential in general and expansion of opportunities of a certain tourist enterprise due to experience exchange with others.

## **2 Methods**

Progress in studying approaches of assessment the potential of clustering regions is to study the problem on the basis of system approach, proposed by Havura (Havura, 2012). The result of this research is the development of the regional economy clustering algorithm, which provides a set of rapid analysis stages based on the methods of logic generalization, synthesis, analysis and comparison. But while determining the potential level of economic

activity in the region the author doesn't distinguish the main signs of potential clustering - geographical location and the presence of stable economic relations between the contractors of cluster.

The methods used in the work: analytical (for the analysis of tendencies of international tourism development), the system analysis (it is used as an instrument of system components description of the functioning tourist cluster and development of an estimation algorithm of an ability to create a tourist cluster), the SWOT analysis method for description of shortcomings and benefits of creation of a regional tourist cluster, and also methods of induction and deduction are used while characterizing the evaluation stages of an ability to create a tourist cluster.

S. Sokolenko (Sokolenko) states that study of cluster activity should be based on the principle of historicity, describing the existing clusters and the the nature of its origin. The result of this research is the development of three types of clusters: based on innovation component of its origin, based on large-scale public investment, based on cooperation with major foreign companies, based on the scientific research institutions power of the region.

### **3 Problem solving**

Growth of amounts of the international tourism is shown by the key facts, that are published in annual reports and regular articles of the UNWTO experts (World Tourism Organization, 2016). The number of international tourist arrivals over the last two years significantly increased and composed 84 million people more by results of 2015 in comparison with 2014. (1 184 million in 2015 in comparison with 1100 million in 2014), which made an increase of 4,4% a year according to statistical data of the UNWTO World Tourism Barometer publication (World Travel and Tourism Council, 2016).

The increase in the international tourist arrivals in comparison with 2010 were encouraged by the following macroeconomic factors: a considerable exchange rate fluctuation of the main tourist destinations, reduction of prices of oil products in the world markets, natural and technological factors of a human civilization development in many parts of the world. Based on the current positive trends in growth of tourist arrivals, UNWTO predicts increase in the international tourist arrivals by 4% in 2016.

According to the macroeconomic researches of World Travel and Tourism Council and Oxford Economics the sector of tourism creates about 108 million workplaces for employment. Over the last 10 years investments into development of the economy and, in particular, tourism to the enormous amount - 2100000000000 euros were made by countries of Europe. The amount of investments denotes the priority and efficiency of realization of capital investments which it is appropriate to call "smart investments".

The cluster approach to the development of the tourism industry was successfully implemented in countries such as Italy, Hungary, France, Ireland, Norway, the Russian Federation, Poland, Estonia. For example, in Italy, one of the most famous tourist cluster is "Trasimene Lake" (Umbria), which in addition to tourist enterprises, cooperate institutions for accommodation and food trade organizations, companies producing products specific for the area (such as wine, olive oil). Also among Italian clusters should be mentioned "Salinuntinski terma" (Sicily), "Adriatic Sea and Coast", "Cities of Arts, Culture and Business" (Emilia-Romagna). In France, there are numerous clusters of leisure. In the Russian Federation the great tourist cluster of northwestern cities is very popular (Novgorod, Pskov, Vologda, Smolensk). Among the first in Ukrainian clusters at the end

of the 1990s. there were created Kamenetz-Podolsk cluster (Khmelnitsky region), cluster of agrarian ecotourism "Charm" and tourism cluster of souvenirs production "Constellation" (Ivano- Frankivsk region) (Kal'chenko).

The "Agreement on cooperation and collaboration in socio-economic development of small cities of Western Ukraine in the field of Tourism and Crafts" provides the establishment of tourist cluster in small historical cities of Western Ukraine. To the initiative group there were included administrations of small towns of Western Ukraine (Berezhanu, Borschiv, Buchach, Zbarazh, Zboriv, Kremenets, Koropets, Pochayiv, Pidhaitsi, Zolochiv, Zhovkva, Galich, Yaremcha, Izyaslav, Hawtin), the Union of tourism and crafts "Golden Opole", the State tourism administration of Ukraine and the Research Institute "Triangle" (Tymchyshyn-Chemerys, 2015: 44-57).

Cluster of boating tourism in Chernihiv region has existed for over 10 years. At the end of the 10th season of rafting in 2016 there has been 5 rafting water areas, 6 tourist rafts, 12 venture investors. There were developed new logistic routes, new programs and trips for walks 2-4-6-8 hours. Currently, there has been connected 45 partners to this cluster, their collaboration gives 45 new job places. Following the results of 2007 - 2016 there were provided 398 raft tours on the river Dysna, Snov and Seim and made 183 excursions for 1,694 tourists, also a raft instructor preparation program was created (Chernihiv European).

Today in Zaporizhzhya there are many potential and unique tourist attractive objects (the island Khortitsya, the historical and archaeological reserve "Stone Grave", "Popov's Estate", "Zaporizka Sich", a unique construction of the Dniprogas dam, etc.). The city is an interesting area with diverse culture. In the region tourist infrastructure is actively developing and there is a viable tourist sector.

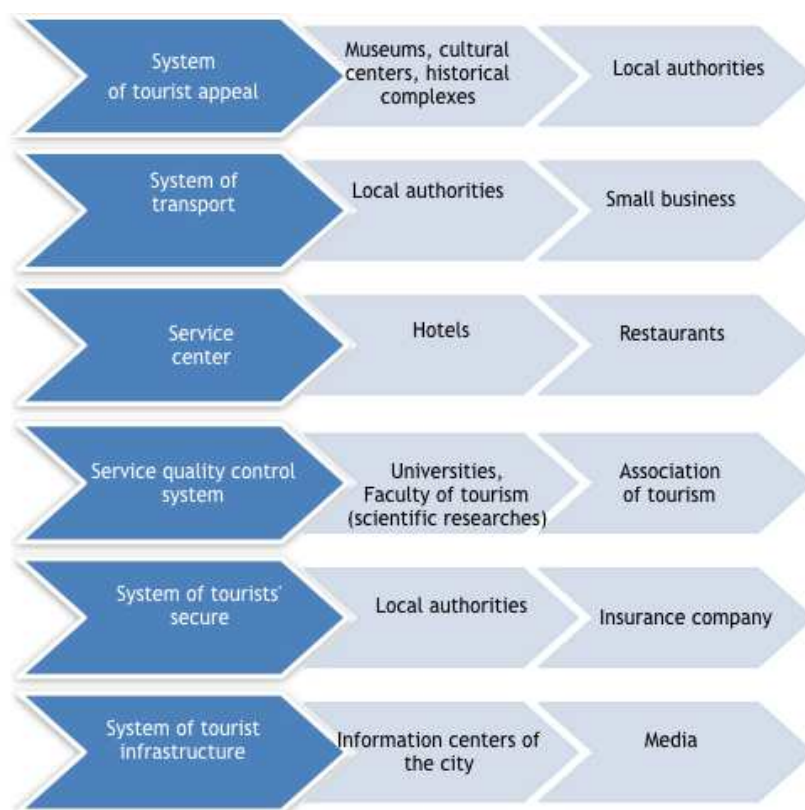
It is considered that the development of tourist clusters as tourist centers it is possible only, when the following system functions:

1. System of tourist appeal. Including the original sights and cultural monuments, customs, historical places, it must completely represent characteristic features and cultural filling of the city.
2. System of transport. Function of this system is shown in the organization of convenient movement of tourists to these or those objects of tourist appeal.
3. Service system. Its function is directed mainly to high-quality service of recreants. It includes catering services, residence in the place of attendance.
4. Service quality control system. It is reasonable to single out as a separate system, as it is very important to track correctly the working efficiency of all above-mentioned systems and to amend their work in time.
5. Insurance system and personal security of tourists.
6. System of tourist indexes. The system of indexes is an important part of internationalization of the city, including designing of signs, system of their explanation and system of the explaining languages, which is very important. English is the basic for foreign tourists.
7. System of tourist infrastructure. By this term the system of information centers which will be able to offer help to the tourists by various methods is meant.

In the Zaporizhzhya region, as well as in the majority of other Ukrainian regions, there are special corresponding sub-units of local government for each of these functions. Experience of uncoordinated work of all these sub-units doesn't strengthen the tourist capacity of the city, but only interferes with its development. The idea of tourist clusters arose to combine efforts of different sub-units in order to create a single effective management system of tourist flows.

Let's examine this issue in a practical sense. For this purpose it is necessary to determine structures responsible for each system, which will further become subjects of a tourist cluster (fig. 1)

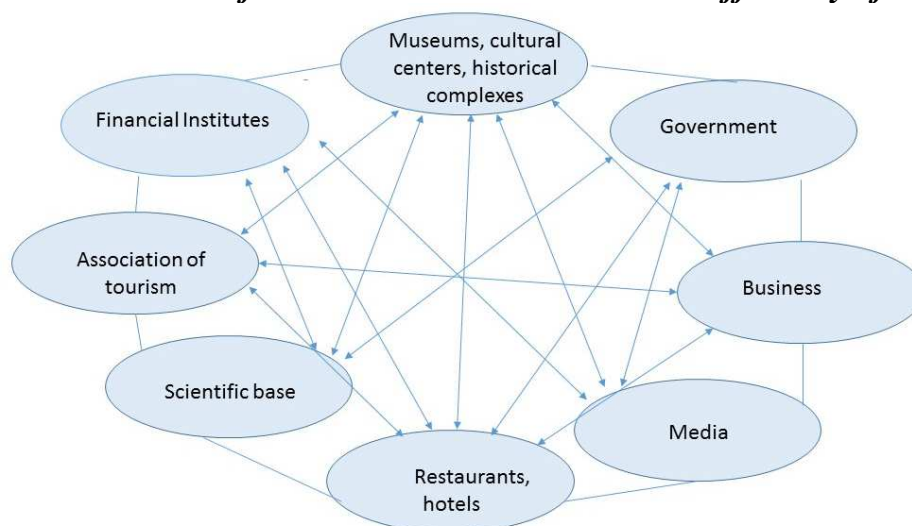
**Fig. 1: System of tourist cluster's subjects.**



*Source: authors development*

So each system, which is the basis of a single mechanism, has its own divisions, responsible for its functioning. Let us show schematically an example of interaction of some local structures in order to organize the effective work of a tourist industry in Zaporizhzhya (fig. 2.).

**Fig. 2: Interaction of structural divisions to increase efficiency of its work.**



*Source: authors development*

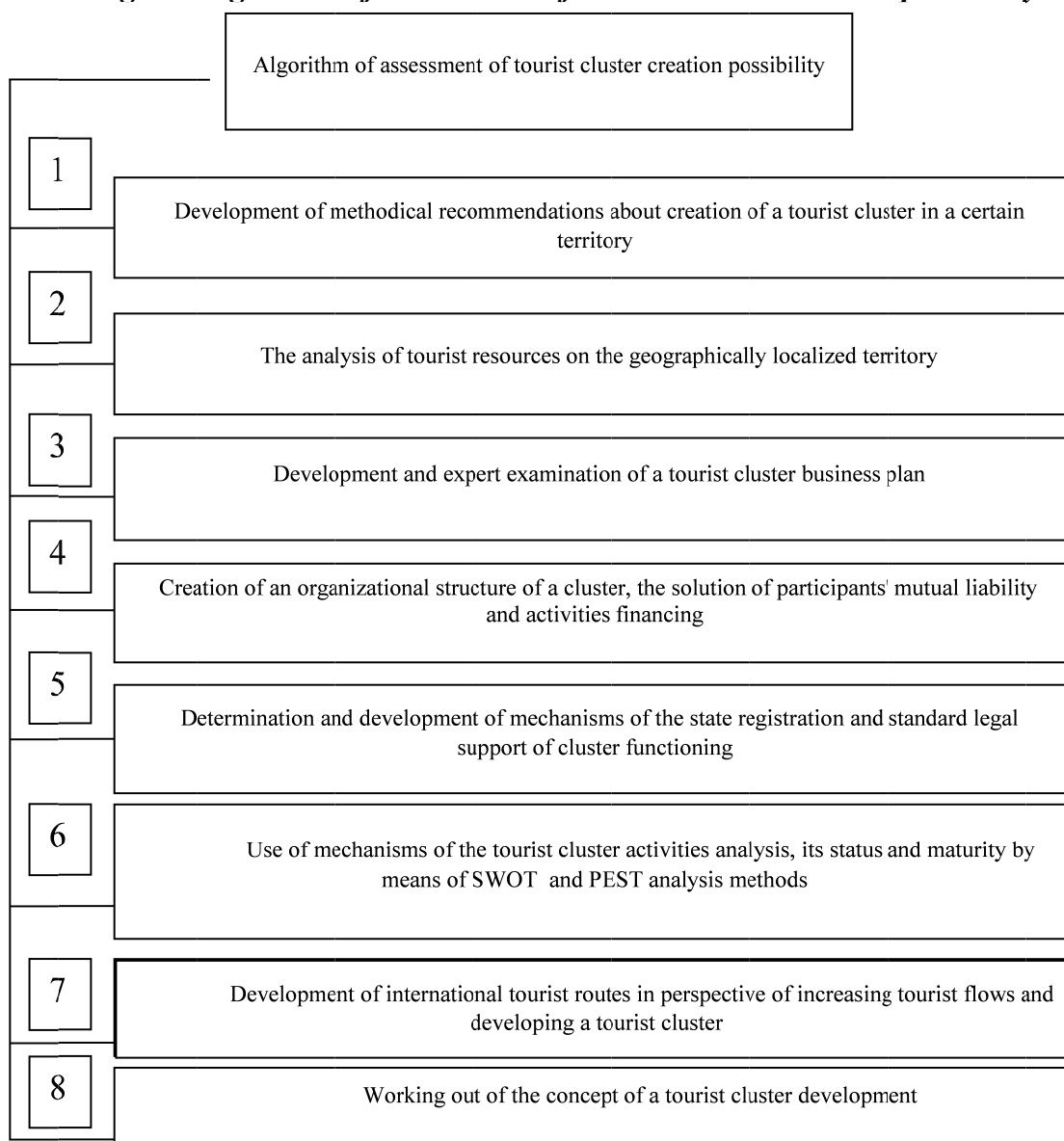
Considering the situation in Zaporizhzhya, it is possible to note the processes of partial clusterization. For example, the majority of travel companies have an opportunity to accept money of clients, to write out insurance policies, and also keep in contact with higher educational institutions, regarding search of a qualified personnel. Some historical complexes are already somewhat associated with restaurants, located in its territory. For example, the island Khortitsya with “Zaporizka Sich” and “Cossack Farmstead” restaurants. So the communication between business, financial institutions and universities, between historical complexes and restaurants has already showed the efficiency.

Signs of clusterization of participants are regarded in the vein of territorial, financial, marketing, technological, informational and resource communications and relations.

The tasks of tourist clusters economic research for domestic scientists are: identification of prerequisites of its creation, research of tourist territories potential, organizational bases and features of tourist clusters functioning, increase of their activities efficiency.

It's important to emphasize the following factors of tourist cluster creation: geographical closeness, presence of demand, formation of the general development strategy, hierarchical functional communications between participants. To decide if it is expedient to create a tourist cluster in a certain territory, we offer an algorithm of assessment of its creation possibility (fig. 3).

**Fig. 3: Algorithm of assessment of tourist cluster creation possibility.**



*Source: authors development*

Assessment of tourist cluster creation possibility in a certain territory provides the accomplishment of consecutive actions (fig. 3):

1. **Development of methodical recommendations about creation of a tourist cluster in a certain territory** assumes a formation and generalization of stages of tourist cluster creation- the characteristics and amendments of organizational, financial, personnel, marketing, information and technological matters of creation a unit; inter-consistency of its activity.
2. **The analysis of tourist resources on the geographically localized territory** assumes a research and the characteristic of the nature-climatic, healthcare, historical, cultural, cognitive and social resources localized in a certain territory.
3. **Development and expert examination of a tourist cluster business plan** assumes the technical and economic statement of tourist cluster activity and the program of its future activities. The business plan of a tourist cluster should have the description of future activities (reasons for tourist cluster creation, the connection of future

activities with social and ecological systems of a certain territory, the description of participants and characteristic benefits of future business activity "product"), a research of the tourist market of products and services (the characteristic of competitors and the characteristic of features and benefits of an own new "product", technological features of activities), the description of marketing actions (pricing system for participants of a cluster, presence of the "contractual" prices, application of different types of advertising, "public relation", the description of conditions of expansion in foreign economic activity and other measures of demand stimulation for services of a tourist cluster in particular), financial and economic reasons for activities (occupation of rooms during the seasons, calculation of a staff number, requirements to the staff, providing logistics, vehicles and food, type of a cooperation between suppliers and buyers, possibility of using national complementary products, the forecast of total costs, fixed assets, capital construction, control of tourist product quality and service), assessment and risks insurance.

4. **Creation of an organizational structure of a cluster, the solution of participants' mutual liability and activities financing** provides determination of the ways of cluster's management, responsibility (including material), calculations of personnel need . An obligatory element at this stage is determination of responsible personnel for formation and functioning of a tourist cluster, the description of horizontal and vertical communications. Financing of cluster creation can happen in the vein of investments attraction, the state assignments, crediting and means of legal and physical individuals.
5. **Determination and development of mechanisms of the state registration and standard legal support of cluster functioning.** Nowadays in Ukraine the cluster is registered through approval of the charter of its activity by bodies of regional council. In practical sense there weren't developed any mechanisms of cluster creation stimulation on the national level (for example, the mechanism of the preferential taxation, the state subsidizing, creating favorable conditions for investment, including foreign, standard legal support of activities with taking into account requirements of international law). Fixing of cluster policy of tourism development for a long-term outlook allowed to stimulate creation of the similar geographically localized cooperation of the entities of various industries united by a single purpose - production and sale of a joint product.
6. **Use of mechanisms of the tourist cluster activities analysis, its status and maturity by means of SWOT and PEST analysis methods.** Tourist cluster activities require periodic controlling and analysis to improve its activity. Since scientists consider the cluster management from the point of company's life cycle, the identification of cluster's life cycle stage, the description of threats and opportunities of its functioning are made by means of the analysis of its activities in the light of political, economic, social, technological, demographic, legal, ecological (natural),\_ethnic and cultural factors of the macroenvironment. The analysis of branch tendencies is connected with strategic control and prognostication, development of achievement plans, development of plans and methods of goals achievement. An important component of the macro - and the micro environments analysis is the analysis of competitors.
7. **Development of international tourist routes in perspective of increasing tourist flows and developing a tourist cluster.** Gain of the international tourism, increase of foreign citizens arrivals - are indicators of foreign economic activity and the



strengthening factors of a macroeconomic situation in the country (improvement of payments balance, increase in influx of foreign currency, increase in revenues of city and state budgets indirectly, through taxes). Switching on of a tourist cluster to an integrated tourist route through several countries - is an important perspective of its development and confirmation of a tourist product output into the international tourist market.

8. **Working out of the concept of a tourist cluster development.** The concept of activities of a tourist cluster is a generalizing program document, in which conditions and program points are specified. Along with the charter of a cluster, participants of a cluster shall have the standard document of the concept, which is approved and reasonable for the special geographical territory taking into account specific conditions of tourist activities. The concept shall define the purpose of the task of creation of a tourist cluster, the production strategy of a cluster development, reasons for scientific and technological and educational activities, the strategy of financing of development of a cluster, the marketing strategy and the analysis of project risks.

Let us give the example of the sixth stage of the algorithm, when the advantages and disadvantages of tourist clusters functioning can be determined using the SWOT-analysis (Table 1)

**Tab. 1: SWOT-analysis of shortcomings and advantages of a tourism cluster**

| <b>Strengths</b>  | <b>Weaknesses</b>  |
|---|--|
| <p>Increased requirements to transparency of business</p> <p>Control of foreign investments (their size, influence on the economic situation, question of property and use of the regional resources)</p> <p>Interdependence of activities of participants</p> <p>The expenses necessary for creation and functioning of the coordinating body</p> <p>Absence of legislative and regulatory basis concerning creation and functioning of tourist clusters</p> <p>Need of availability of sufficient amount and quality of technologies of informational support of economic activity</p> <p>Need of considerable financial resources for creation of a tourist cluster</p> <p>Political and military "intensity" in the region</p> <p>Demographic situation in the region and the country (decrease in birth rate, increase in death rate of the population, "aging" of the population, activation of migration processes)</p> <p>Macroeconomic tendencies in the country (increase in inflation, depreciation of national currency compared to foreign currencies, increase in level of the country external debt)</p> | <p>Synergetic effects</p> <p>Interested initiative participants</p> <p>Tax benefits</p> <p>Foreign capital</p> <p>Discussion of effective business model</p> <p>Increase in level of living of the population</p> <p>Increase in education of the training program</p> <p>Creation of a brand of the territory</p> <p>Joint marketing technologies</p> <p>Increase of the competitive</p> <p>Use of innovative methods</p> <p>Improvement of the service quality connected with tourism</p> <p>Holding actions: festivals, fairs</p> <p>Factor of removal of the regional social tension</p> |
| <b>Threatens</b>  | <b>Opportunities</b>   |
| <p>Political and military risks of doing business</p> <p>Low payback on the early stages</p> <p>Difficulty in finding investors</p> <p>The devaluation of the national currency</p> <p>Organizational complexity</p> <p>Inaction bureaucracy and local authorities</p>  | <p>Creating conditions for transparent business</p> <p>The introduction of tax incentives for businesses</p> <p>Information management activities</p> <p>Advertising cluster as a spur of the area, region, country</p> <p>Creating a network cluster transboundary</p>  |

|   |   |
|---|---|
| <p>The high level of shadow economy<br/>The loss of tourism market due to low tourist service</p> | <p>Creating a legal framework that would regulate legal relations between the participants of a cluster in accordance with the international law<br/>The growth of local revenues and state budgets<br/>The re-imaging of the region as a tourist, economic and innovation developed center<br/>Increasing the "flow" of foreign currency<br/>Increased employment in the region<br/>Increasing of population density<br/>Improving and developing of area's infrastructure<br/>The expansion of foreign economic activity by increasing the number of tourist flows from abroad<br/>Building a hotel chain<br/>The use of European standards of environmental protection<br/>The development of specific types of tourism that are in a limited supply</p> |
|---|---|

*Source: authors development*

## 4 Discussion

Analyzing results, it is necessary to mention, that this project has both shortcomings and threats, which in most cases are connected with the economic situation that had emerged in the country. If absolute transparency in transactions between partners is carried to shortcomings in Ukraine, then the European community sees in it only benefits and opportunities of new investments attraction. The given analysis showed anyway a large number of the tourist clusters opportunities, that the regions can have in case of their creation.

## Conclusion

Thus, relying upon the results of the given research, it is established that functioning of tourist clusters in the region is possible only on condition of the coordinated work of a row of the interconnected systems and their subdivisions (systems of tourist appeal, transport, servicing, quality control, insurance and personal security of tourists, system of tourist indexes and the explaining languages, as very important, systems of tourist infrastructure). Object of activities of a tourist cluster are the tourist resources that are localized territorially and organizationally consolidated in a single management system with conditions of involvement of organizational and industrial structures and associations of different forms of property. The developed algorithm of assessment of a possibility to create a tourist cluster allows to carry out the assessment of tourist potential of the territory by means of instruments of business planning, the system analysis, the economic analysis, SWOT and PEST analysis. A final "key" of evaluation stage is working out of the concept of development of a tourist cluster in a certain territory. Thus, the innovative orientation of tourist clusters functioning is the key lever in forming of regional policy in the field of tourism.

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