

## POST-CORONAVIRUS PROSPECTS OF THE DEVELOPMENT OF THE BLACK SEA ECOTOURIST DESTINATION

### ПЕРСПЕКТИВИ ПОСТКОРОНАВІРУСНОЇ СТРАТЕГІЇ РОЗВИТКУ ПРИЧОРНОМОРСЬКОЇ ЕКОТУРИСТИЧНОЇ ДЕСТИНАЦІЇ

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*The relevance of the study is to find new ways to ensure compliance of the regional tourism product with environmental standards. The preconditions for the development of ecological tourism in the domestic separate territory are revealed and the vision and perspective directions of sustainable development of ecological tourism of the region are formed. The components of the post-coronavirus strategy of economic and tourist development of the Black Sea region are singled out. The project of strategy of development of ecological tourism of the Kherson, Mykolaiv, Odesa regions for 2021–2027 on the basis of mission, strategic vision of prospects, a complex of hierarchical strategic and operational purposes is offered. In order to ensure sustainable development, recommendations are provided for the transformation of tourism in the region into the Black Sea ecotourism destination using the mechanism of public-private partnership.*

**Key words:** tourism, Black Sea region, ecotourism, destination, strategy, public-private partnership.

*Актуальность статьи заключается в поиске новых способов обеспечения соот-*

*ветствия регионального туристического продукта экологическим стандартам. Выявлены предпосылки для развития экологического туризма на отечественной обособленной территории и сформулированы видение и перспективные направления устойчивого развития экологического туризма региона. Обозначены элементы посткоронавирусной стратегии экономики-туристического развития Причерноморского региона. Предлагается проект стратегии развития экотуризма Херсонской, Николаевской и Одесской областей на 2021–2027 годы на основе сформулированных миссии, стратегического видения перспектив развития, а также иерархического структурирования стратегических и оперативных целей. Для обеспечения устойчивого развития даны рекомендации по трансформации туризма региона в Причерноморскую экотуристическую дестинацию с использованием механизма государственно-частного партнерства.*

**Ключевые слова:** туризм, Причерноморский регион, экотуризм, дестинация, стратегия, публично-приватное партнерство.

*Актуальність дослідження полягає у пошуку нових шляхів забезпечення відповідності туристичного продукту екологічним стандартам. Визначено, що безпека туристичних продуктів є ключовою вимогою до індустрії туризму, а повну відповідність стандартам безпеки неможливо забезпечити без достатнього рівня екологізації туристичних дестинацій. Розкрито передумови розвитку екотуризму на окремих територіях та сформовано бачення та перспективні напрямки сталого розвитку екологічного туризму регіону. Встановлено, що система постійного моніторингу та контролю екологічного і соціального впливу туризму та управління нею повинна бути одним з основних компонентів в стратегії розвитку екотуризму території. Виокремлено базові компоненти посткоронавірусної стратегії економіко-туристичного розвитку Причерноморського регіону. Запропоновано проект стратегії розвитку екологічного туризму Херсонської, Миколаївської та Одеської областей на 2021–2027 рр. на основі місії, стратегічного бачення перспектив, комплексу стратегічних і оперативних цілей. Місія Причерноморського регіону полягає у задоволенні вимог вітчизняних та закордонних споживачів комплексного туристичного еко-продукту на засадах інформативності, безпечності, інноваційності, технологічності, екологічності, системності. Запропоновано виокремлення Причерноморської туристичної дестинації, як території прибережної смуги Чорного моря, що включають курортні місцевості, рекреаційні райони, природно-заповідні об'єкти, історичні міста. Для забезпечення сталого розвитку надано рекомендації з перетворення туризму в регіоні в Причерноморську екотуристичну дестинацію за допомогою механізму державно-приватного партнерства. Обґрунтовано значимість використання механізму державно-приватного партнерства в розвитку дестинації: приватні великі й середні підприємства отримують можливість інвестувати та гарантований прибуток у довгостроковій перспективі, а туристичні підприємства малого та мікробізнесу отримують можливість представляти на тестування інноваційні ідеї та start-up проекти. Зроблено висновок про неприпустимість призупинення фінансування розвитку екологізації туризму, що може призвести до деформації екосистеми, зменшення туристичного потоку, зменшення інвестиційної привабливості певної території.*

**Ключові слова:** туризм, Причерноморський регіон, екотуризм, дестинація, стратегія, публично-приватне партнерство.

**Formulation of the problem.** In the conditions of the COVID-19 pandemic there is a transformation of many branches of the national economy, which, as elements of the system of economy of Ukraine, are undergoing significant changes on the way to mastering the new principles of its sustainable development. Tourism refers to infrastructure services and is one of the subsystems of any domestic region, which are responsible for its integrity and development, its “infrastructure complex”. In turn, the infrastructural complex of tourism should be understood as a set of economic elements that from the standpoint of provision, regulation and support have an impact on the reproductive process of the socio-economic system of the region, aimed at improving the quality

of life. Domestic and foreign experience shows that as the basic components of the infrastructure complex of the region it is advisable to consider four blocks of infrastructure: road, engineering, transport and logistics, industry infrastructure complexes [1]. Subjects and objects of tourism, as a complex of industries, are present in all these blocks.

Today, unfortunately, despite all the undeniable positive aspects, the development of tourism is accompanied by a number of negative effects for the region. Among the more significant negative consequences of the impact of the tourism industry on the environment and socio-cultural environment there are the following: excessive use of natural ecosystems due to a one-time increase in the presence of people

in places of recreation (1); change of natural area for recreation and accommodation of tourist facilities (2); exceeding the allowable anthropogenic loads on the surrounding landscape (3); increase in noise pollution due to an increase in the total number of vehicles (4); mass arrival of tourists, which has a negative impact on the culture, customs and way of life of the inhabitants of micro- and small historically significant settlements (5); excessive anthropogenic pressures that lead to the loss of historical and architectural heritage (6); changes in local sectors of the economy that become more dependent on tourism and affect the change in the appearance of the region (7); destruction of the existing social system, which leads to the loss of habitual values, and the conflict of interests of different groups of the local population (8). To varying degrees, these negative consequences lead to deformation and destruction of ecosystems in some regions.

In the case of a well-thought-out organization of the tourism business (introduction of innovative technologies and creation of conditions for redistribution of tourist flows in the destination, taking into account its capacity) income from recreational activities can be invested in environmental activities. Travel should help people to achieve harmony with nature, contribute to the conservation, protection, restoration of ecosystems, and the regional tourism industry should be based on environmental law. Tourism can be a factor in improving the nature, provided that environmental protection must be an integral part of strategic development of regional tourism.

**Analysis of recent research and publications.**

Theoretical and methodological, and conceptual approaches to the functioning of certain mechanisms of greening in tourism are presented in the works by M. Boiko, M. Bosovska, H. Brusiltseva, T. Lutska, A. Mazaraki, I. Melnyk, T. Mizerna, T. Pulina, N. Svyrydova, etc. Among the latest research in this area there should be noted works on the systematic monitoring of the development of tourist destinations, environmental issues and environmental protection carried out by T. But, T. Kuklina, A. Vindiuk, V. Zaitseva and others [1; 6]. At the same time, insufficient attention is paid to information processes, issues of collection and processing of marketing information in hotel and restaurant companies. Melnichenko O.A., Shvedun V.O., Patrusheva L.I., Rubel O.Ye., Topchiiev O.H. and others [7; 9–11] dealt with the problems of the Black Sea region. However, in the presence of a significant number of scientific ideas of domestic and foreign scientists today there are almost no comprehensive studies on the formation of effective approaches to the development of tourist destinations in the post-coronavirus economy of the regions on the basis of public-private partnership.

**Formulation of the goals of the article.**

A research aim is to study preconditions for the

development of ecological tourism in a particular area and, on the basis of the justification of the draft strategy for the sustainable development of ecotourism in the region, to develop recommendations for the transformation of tourism in the new created areas of the Black Sea region into the ecotourism destination based on the principles of public-private partnership.

**Presenting main material.** Today, in the coronavirus economic space of tourism, the domestic community needs new concepts of social sectoral development, focused on the cooperation of cities, towns, territories, regions in solving problems related to: results and consequences of scientific and technological progress (1), “landscaping” industries (2), the transition to the concept of bio- and eco-economy (3), the greening of socio-economic management (4), improving the digital, regulatory and information base of environmental regulation of tourism (5), exchange of scientific knowledge and technology transfer (6). The effectiveness of the measures taken determines the solution of urgent environmental, social and economic problems at the national, regional and local levels. The ecological aspect can be considered both as one of the elements of the potential of a particular tourist area, and as a separate potential (ecological), which should be understood as the level of attendance of a particular tourist area, exceeding which is associated with unacceptable environmental consequences, also due to the functioning of the service infrastructure. In general, the paradigm of the “green” tourism economy is based on environmental assessment of management efficiency. The essence of green technologies is to find economical, optimal, rational solutions that in the future can reduce the impact of production growth on resource use, the environment and ensure a strategic attitude to the ecosystem of the region [6].

The problem of sustainable development of ecological tourism has been and remains relevant throughout the historical development of our country, and now a lot of work is being done to reform it and develop regional strategies for tourism business development. Some areas of our country have a rich tourist, recreational and environmental potential; however, it is characterized by insufficient use.

Sustainable development of tourism in Ukraine, as a whole, and in some of its regions, especially of Black Sea region, depends on solving a number of economic and social problems, but also the environmental factor in implementing the strategy of economic development of a particular area should be considered. Sustainability in tourism implies a positive overall balance of environmental, socio-cultural and economic impacts of tourism, as well as a positive impact of visitors on each other. Thus, those types of tourism activities that have a higher total positive effect in terms of ecology, economy and

social development are more sustainable. Based on the analysis of the potential of domestic regions, promising areas for the development of ecological tourism in the Black Sea region are identified, and presented in Figure 1.

It is logical to note that according to Figure 1 there is a certain business potential in the development of eco-tourism in a particular area, which requires effective management. In this regard, the tasks of tourism management include not only generating income, but also preventing negative impacts before they occur. The system of constant monitoring and control of ecological and social impact of tourist activity, as well as their management should be one of the main components in the strategy of ecotourism development of the territory.

Management of tourism activities with the vector of its greening, as a process, should include the following stages: the state of basic environmental problems of the territory (1); definition and description of management tasks, including: increase of income and reduction of ecological losses (2); establishment of indicators of the state of social conditions and resources, for example, the degree of satisfaction of visitors with their tour, the quality of the components of the natural environment (3); assessment of the current state of social conditions and resources on the basis of a database of visitors to the territory and the available results of special studies (4); development of measures that contribute to the solution of the set tasks, for example, regulation of payments (contributions) for visiting the green territory in order to regulate the flow of visitors (5); concentration of the flow of visitors or its dispersion in less sensitive areas (6); analysis and evaluation of each of these measures and the final choice of alternative (7); implementation of measures and evaluation of their effect (8). That is, management should take into account the different target groups and components of ecotourism.

Getting the maximum effect from the organization of activities for the provision of eco-tourism services in a particular area can be ensured by the following measures: strengthening the protection of natural resources (1); visitor flow management, tourist control, information and environmental education (2); changes in the place and time of stay of tourists (3); improving the quality of services and conditions of their provision (4); diversification of the advantages obtained in a certain area from the interaction of the tourism business, government and the local population.

In order to avoid significant damage to the ecosystems of the territories in the management of tourist activities, the provision of zoning to determine the degree of protection, which depends on different types of recreation, is of particular importance. For each zone it is necessary to carefully determine the allowable environmental loads, and in certain parts of the territory large-scale infrastructure development is unacceptable. Also, the conditions for the development of effective and environmentally friendly tourism are the presence of the authorities of a separate area: a sufficient information base on natural resources and their uses, staff, finances. Modern technology for managing ecotourism activities in a separate area should provide for mutual cooperation of tourism businesses and visitors on the vector of consent of tourists to comply with established rules.

The modernity of the problem of substantiation of tourism development strategy in the context of globalization is due to the systemic nature of obstacles to the development of ecotourism within the regions of the state and the establishment of their interregional cooperation, primarily: structural disparities and distortions in tourism at the regional level (1); exacerbation of interregional alienation due to differences in geospatial orientation of the population (2); violation of effective interaction on the vectors "center – regions", "region – regions" (3);

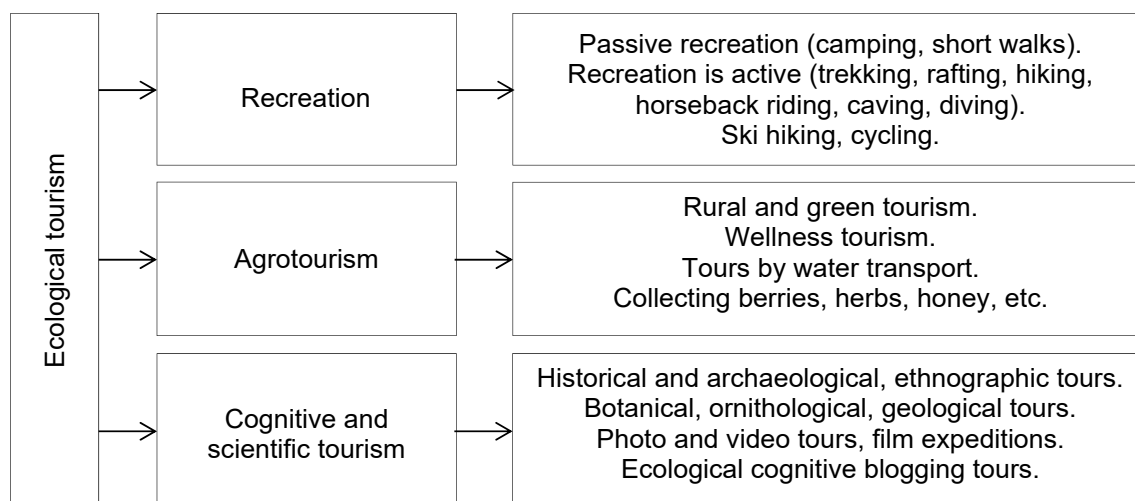


Figure 1. Perspective directions of ecotourism development in the Black Sea region

existence of asymmetry in system of interbudgetary relations of regions (4); significant differentiation of regions according to the level of economic, tourist development and quality of life (5); imperfection of methods of strategic management of economic and tourist development at the regional and local levels (6).

The challenges posed by the coronavirus pandemic have certainly not escaped the tourism sector of the Black Sea region. Data from the statistical offices of the surveyed areas show a decline in the level of foreign trade in travel-related services (Table 1).

In order to overcome the crisis the development and implementation by public administration bodies and local self-government of strategic programs and mechanisms of tourism development of regions should be recognized as key principles of regional policy in tourism in the post-coronavirus era. The components of such a post-coronavirus strategy of regional economic development in the field of tourism in the Black Sea region should be:

- firstly, the development of interregional cooperation and cooperation on updated principles and economic principles, for which it is necessary to direct public policy to address such functional tasks as planning, preparation, organization and control of integration interactions of certain regions, development of interregional economic and environmental integration in tourism;

- secondly, structural and institutional changes, as a prerequisite for regional tourism development require: development of strategies for economic and tourism development of the regions of Ukraine in order to balance the interests of regions and the state; introduction of an economically sound system of environmental incentives and means of state support for structural changes in the field of tourism at the regional level; maximum focus on achieving change, eliminating disparities in the ecological and territorial structure of tourism, the ratio of medium, small and micro enterprises, employment in justifying environmental preferences, incentives; institutional consolidation of the system of methods of stimulating change at the regional level, coordination of efforts of scientists, government agencies, business, financial institutions to mobilize scientific, human and financial

potential, ensuring dialogue between business and government on tourism development;

- thirdly, ensuring financial stability and economic security of the regions and the balance of the state budget system: transparency of the budget process, implementation of innovative approaches to budget and tax regulation of the economic and tourism sector on the priority consideration of ecotourism;

- fourthly, the creation of a regional investment climate in tourism: the development of regional strategies to attract foreign investment as an integral component of the strategies of regions, districts, individual cities; coordination with the strategy of sectoral and targeted development programs (European integration, solving environmental problems, innovation and information development); initiation by public administration bodies in the regions of changes in legislation to attract foreign investment through the transfer of part of tax revenues to the level of local budgets; expansion of the program of attraction of foreign ecological investments taking into account their direct, portfolio and non-joint-stock forms;

- fifthly, the implementation of innovation policy in the context of global scientific and technical processes, which will include the implementation of ecotourism development programs, training of green scientists, international scientific cooperation, cooperation between research institutions and firms.

Due to the acquisition of a special status of ecology in the post-coronavirus era, the tourist subsystem of Black Sea zone also needs its own strategy of sustainable development, which was absent until 2020. In order to quickly overcome this strategic gap, authors proposed a development strategy ecological tourism of the Black Sea region for 2021–2027. The mission is to meet the modern requirements of domestic and foreign consumers of integrated tourism eco-product on the basis of safety, innovation, information, environmental friendliness, system.

Based on the proposed mission, authors formed a vision for the development of ecological tourism in the Black Sea region for 2021–2027. Firstly, the realization of the historical and cultural, recreational and resort and rural “green” potential of the Black Sea

Table 1

**Foreign trade in services related to travel of the Black Sea region for 9 months of 2020 [2-4]**

Indexes	Kherson region	Mykolaiv region	Odesa region
Export of services			
Thousand USD	360.6	1098.4	21113.3
In up to 9 months of 2019	57.5	73.9	85.3
In % to the total	1.5	0.4	3.4
Import of services			
Thousand USD	288.6	2864.5	3859.5
In % up to 9 months of 2019	48.3	36.0	48.2
In % to the total	2.3	20.4	1.8

region on the basis of rational management of tourist flows in order to increase the welfare of residents of the region, based on economic and non-peak parameters. Secondly, the strategy of ecotourism development should be based on a comprehensive approach to planning new and development of existing tourist areas and individual ecological recreational areas in the following important areas: transport accessibility, tourist and ancillary service infrastructure, quality and service, safety of tourism. The strategy should include green development and improvement of tourist areas, namely: improvement of communal and transport infrastructure, construction and reconstruction of main infrastructure facilities (newest highways and railways, bridges, transport hubs, etc.). Thirdly, there are important the measures aimed at increasing the level of service and improving the quality of services in tourism through the development of training and retraining of green staff working in the tourism industry of the region, dissemination of best practices and service standards in the industry, improving the state of the tourist infrastructure, the creation of digital platforms for the convenience of tourists when planning a relaxing trip, the creation of a “photogenic and video-attractive” ecological territory, providing a wide and deep choice of travel services. Fourthly, the creation of conditions for a significant increase in investment in eco-tourism in the Black Sea region, the creation of motives for investment activity of entrepreneurs and the formation of requests for investment and startup projects.

Also authors formed a list of topical issues (topics) for discussion in the organization of webinars with government officials, scientists, teachers and scientists, tourism businesses of three regions (Odesa, Mykolaiv, Kherson): development of tourist infrastructure (1); prospects for the development of green hostels and cheap chain hotels, their compliance with environmental standards, security issues of the hotel business (2); the possibility of organizing excursions to “regime” objects within the framework of greening of industrial tourism in industrial centers of the region (3); creation of innovative tourist eco-brands (4) [9–11]; popularization of local event tourism within the Black Sea zone (5); development of proposals for changes in the regulatory framework for green entrepreneurship in tourism (6); training of green guides, volunteers, managers for the organization of excursion activities (7); problems of legislative regulation of the relationship “tour operator–touragent” in ecotourism, taking into account the COVID-19 (8); factors of creation of business interest of regional entrepreneurs in the development of ecological tourism (9); weak development of green infrastructure for tourism and related services (10); integration of industrial complexes and industrial heritage of the region for the formation of a full-fledged innovative complex of ecological tourism (11),

the use of public-private partnership mechanism to activate microbusiness companies in tourism (12); development of agricultural micro-enterprises of Black Sea region for production, cultivation, processing of organic products for hotel and restaurant industry (13); increasing the degree of economic freedom for business structures (14); effective interaction between higher education institutions (HEI) of the Black Sea region and micro-enterprises in the field of green tourism (15); prerequisites for the development of eco-gastronomic tourism in the region (16); interaction of the tourist information center with HEI and IT providers (17). In this regard, authors structured the main goals of ecological tourism in the Black Sea region, as well as using the appropriate methodology, built a two-level tree of goals and provided a clear picture of their hierarchy, as shown in Figure 2.

The World Tourism Organization has recommended defining a destination as a physical space in which a visitor spends at least one day. This space has physical and administrative boundaries that determine the form of management, image and reputation. This interpretation is simple and capacious, and from its content it is clear that the choice of destination depends on the personal motivation of the tourist. The criterion for choosing a destination for travel is the degree of arrangement of the place of rest, which is determined by the level of development of tourist infrastructure, namely: accommodation, food, transportation, entertainment, excursions, animation, retail of tourist products, etc.

The basic difference between a destination and a tourist center, region is the unity of all its parts, which together identify it as a tourist product, the characteristics of which can be managed, as well as to create a brand and manipulate consumer consciousness and subconsciousness to achieve desired results. The current destination of the region must meet the following criteria: transport accessibility and availability of a certain set of services of appropriate quality for tourist services (transfer, accommodation, meals) (1); the presence of monuments of nature, history, culture, religion, etc. interesting to visit (2); availability of information systems (computer booking) to promote the product in the tourism market (3).

From this point of view, it is proposed to single out the Black Sea tourist destination as the coastal zone of the Black Sea, which includes recreational areas, resorts, historic cities as tourist centers, as well as nature reserves. According to the forecast of the Ministry for Communities and Territories Development of Ukraine [8], which in June 2020 announced projects of future districts in Ukraine [5], the Black Sea tourist destination should not include the Black Sea “regions” but their individual districts. Such districts according to the project of the Ministry for

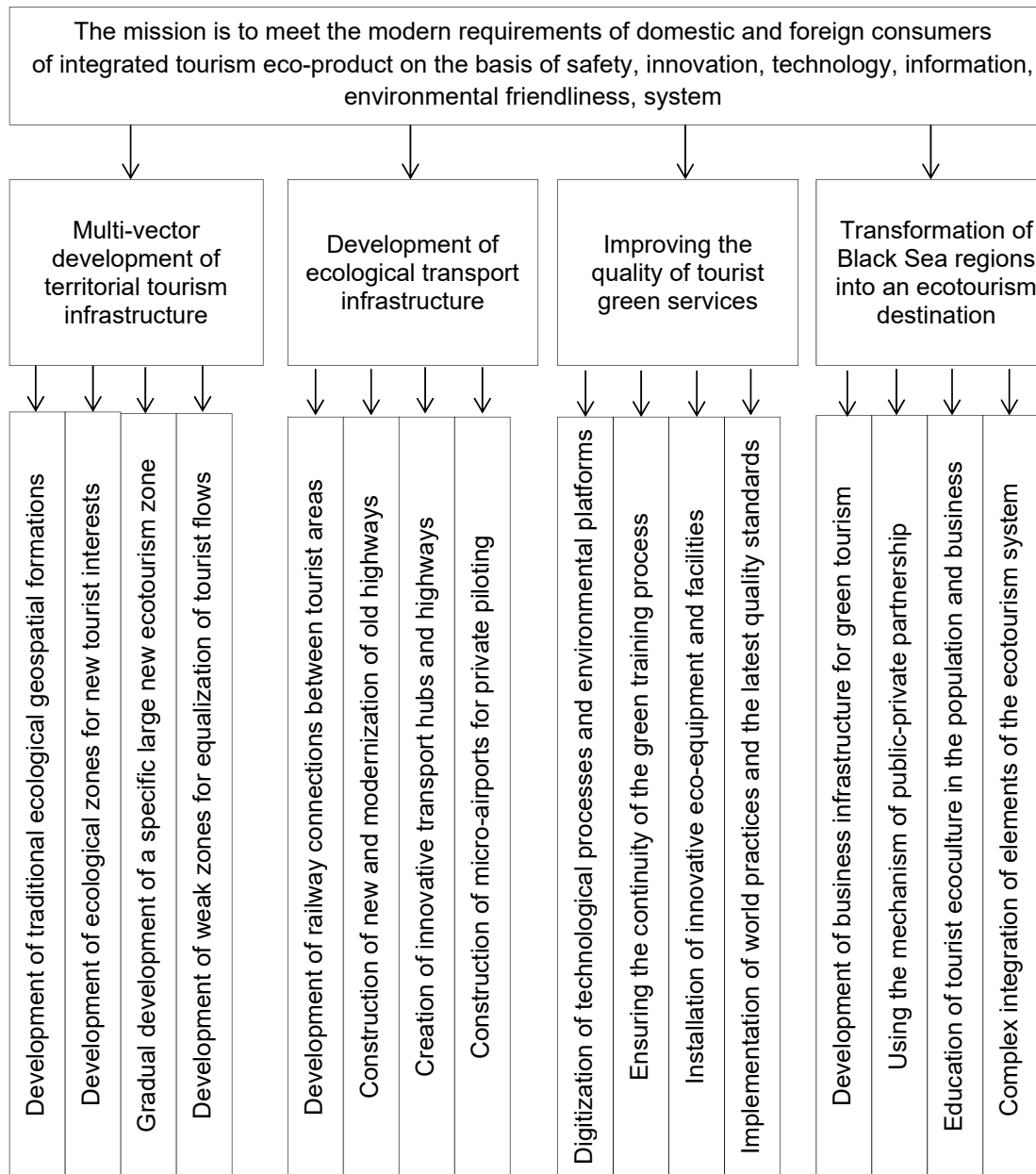


Figure 2. “Tree of goals” in the project strategy for the development of ecological tourism in the Black Sea regions for 2021–2027 (developed by the authors)

Communities, Territories Development of Ukraine are: in the Kherson region – Henicheskyi (122.4), Novokakhovskiyi (323.7) and Kherson (591.5); in the Mykolaiv region – Bashtanskyi (140.5) and Mykolaiv (656.3); in the Odesa region – Odesa (1413), Belhorod-Dnistrovskiyi (201.4) and Izmail (206.2 thousand people). Thus, the population of the Black Sea tourist destination will be 3480.8 thousand people, and the economically active population will be 2088.46 thousand people, which, in turn, is significant potential for the creation of a state-of-the-art sphere of tourism and hospitality and sustainable development of the Black Sea tourist destination in the post-coronavirus perspective.

The strategic goal of a tourist destination as a competitive unit is to ensure competitiveness for a long

period and this indicator is influenced by the interaction of business structures of different industries (transport companies, hotels, trade), markets, population and environment. One of the basic conditions for effective sustainable post-coronavirus development of the ecotourism destination is the organization of public-private partnership on an innovative basis to ensure preventive leveling of the negative impact of global economic factors and should become a powerful tool for strengthening the competitive position of tourism enterprises through the growth of economic benefits, market share in the region.

The development of tourism in the region is possible only with the support of the state and this is primarily due to state ownership of active tourist infrastructure, as well as historical and cultural monuments.

However, financial resources are needed to develop infrastructure and support cultural heritage in each ecotourism destination, especially at the municipal level. That is why regional and municipal authorities are interested in cooperating with business structures to attract additional investment. Even if there is a common interest of regional authorities and private companies in the field of tourism, they have different goals: the authorities are interested in demonstrating the provision of various benefits in a certain amount and quality, and the space of business interests is to make a profit. However, the general area of their interests includes the conditions and quality of life of the local population, ensuring the eco-socio-economic development of the territory, region, hospitality, which increases the tourist flow and sustainability of the tourist destination.

In terms of finding ways out of the global tourism crisis caused by the COVID-19 pandemic, the study of public-private partnership should be carried out from the standpoint of geospatial, structural and system-functional approaches, which, in turn, is associated with building an organizational model of cooperation administrative and commercial structures in the destination through the involvement of other partner organizations, which will lead to a mandatory redistribution of functions and responsibilities of the parties. The coordination structure of this format should unite regional executive bodies, tourism industry enterprises, entrepreneurs, educational institutions, business associations, public organizations and the local population. Coherence of actions of the main participants of the regional ecotourism destination, according to the authors, will allow to implement innovative ideas, start-up projects and public programs effectively within the framework of public-private partnership on the local territory.

There is no doubt that public-private partnerships should bring certain benefits to the ecotourism destination, namely: intensive development of tourism infrastructure (1); increasing the quality of the tourism product (2); improving the consumer quality of construction and operation facilities (3); diversified access to private capital markets (4); preferential taxation (5); growth of labor value (6); release and redistribution of different types of resources (7). Such a partnership should be based on certain principles, which are presented in Figure 3.

It is stated that the implementation of such principles requires new effective forms of PPP management, which cannot be created without appropriate in-depth study. To build a PPP management system in a tourist destination based on the study of experience, the authors proposed five stages (Figure 4).

In order to quickly build an effective PPP management system in an ecotourism destination, the authors identified the following fundamental success factors: stable political situation in the region, lack of visible risks that could negatively affect the implementation of public-private partnership projects (1); the political will of public authorities and senior officials to use the latest mechanisms of public-private partnership for the development of a regional ecotourism destination (2); high level of investment attractiveness of the region and stable forecast indicators of socio-economic development in the post-coronavirus economy (3); the state bodies of the region have an understanding of the need to form an effective system of state strategic planning: a set of goals, sequence of actions, priorities for the development of ecotourism potential of the region in the short-, medium-, long-term period using forecasting, targeting and programming mechanisms (4); the real focus and desire of public authorities in the region to more actively involve private companies in providing environmental services in sectors of various industries that are integrated into the Black Sea region's tourism (5), the availability of competent professionals with expertise, skills and abilities in PPP, public administration ecotourism destination (6); a systematic approach to the development of hospitality in the ecotourism destination of the region, infrastructure and investment attraction (7).

From this position, the importance of using the mechanism of public-private partnership in the development of an ecotourism destination is weighed and substantiated. Private large and medium enterprises in such a partnership have the opportunity to invest and receive a guaranteed return in the long run, and tourism enterprises of small and micro businesses in the region have the opportunity to test innovative ideas and start-up projects. The positive impact of PPP is expected in solving the socio-economic problems of ecotourism destinations and is that it diversifies the employment of the population and provide residents of a particular

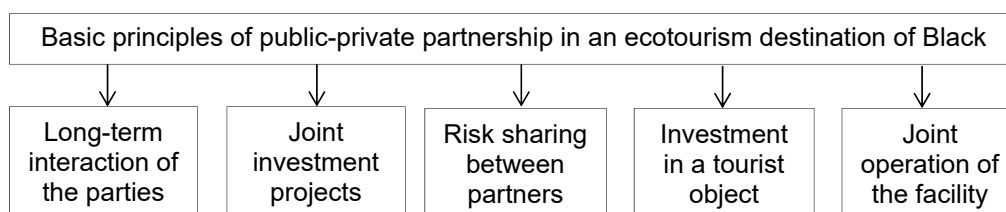


Figure 3. Principles of public-private partnership in an ecotourism destination

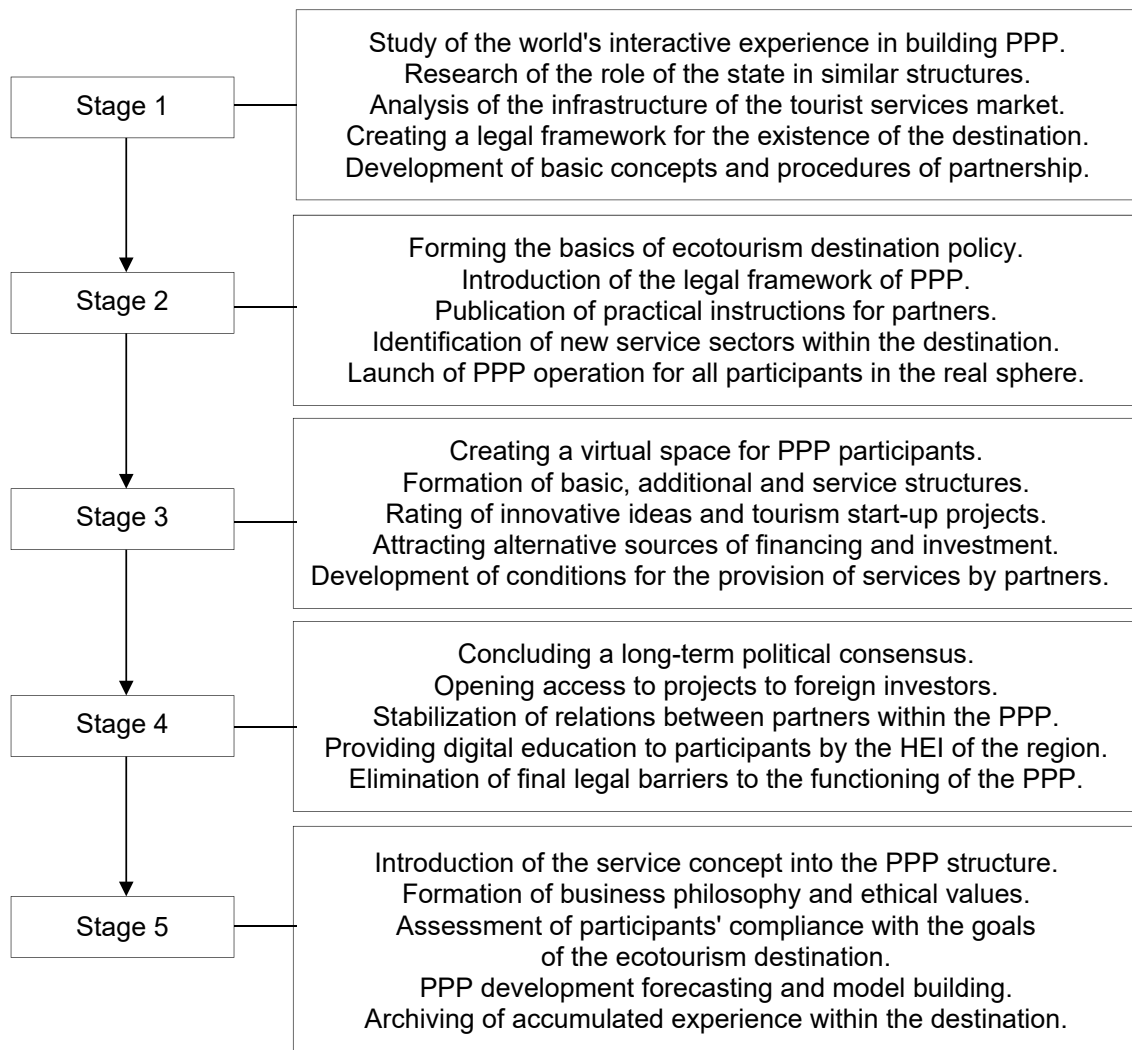


Figure 4. Stages of building a public-private partnership management system in the Black Sea ecotourism destination (suggested by the authors)

area of additional income in the field of tourism, which in turn stimulates the development of services: transport, communications, trade, household services, recreation and entertainment, others. This approach will provide new additional opportunities for entrepreneurs in the region's post-coronavirus economy.

**Conclusions.** So, ecotourism should become an alternative to operational tourism in the Black Sea ecotourism destination. It has been proved that to ensure the successful transformation of tourism in the Black Sea region into an ecotourism destination on the basis of PPP, it is advisable to accelerate the implementation of the tools: rapid removal of legislative, procedural restrictions; quality preparation of innovative projects; ensuring transparent conditions of concession agreements; improving the transport, engineering infrastructure of the ecotourism destination; creation of coordinating virtual structures; identification of priority eco-areas in the Kherson, Mykolaiv, Odesa regions; program-targeted partnership investments; provision of be-

nefits, taxes, loans, subsidies, guarantees; partnership financing of marketing elements of destination development projects; creation of regional virtual tourist hubs. Prospects for further research on the strategic transformation of tourism into ecotourism in the Black Sea region will be appropriate in the direction of development and implementation of a comprehensive balanced system of socio-economic, legal and administrative measures, which aims to create conditions for the development of a new level of ecotourism potential and ensuring the formation of sustainable competitive advantages of a particular green area while ensuring stable diversified employment and opportunities for participation in projects by business structures of small and micro businesses in the region.

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